

FINANCIAL TIMES



US-Japan
War of words begins
in car trade talks
Page 6

Mauritius
Growing pains
in paradise
Page 4

Technology
Business, society and
the paperless office
Page 14

SATURDAY'S
Weekend FT
Down and out
in Bombay

EU and Canada fail to agree over fishing dispute

EU ambassadors failed to ease their bitter fish dispute with Canada, insisting that any deal must be multilateral and should include compensation for the seizure of a Spanish trawler. A British official said the key questions for the EU were compensation for Canada's seizure of the Spanish trawler Estai and extending any EU-Canada deal to the other countries which fish the area.

Brewer moves to expand Budweiser: Anheuser-Busch, the world's largest brewer, is to gain management control for the first time of a European brewery as a further step in the international development of its Budweiser brand. Page 17; **Buds of European expansion,** Page 23

Bank computer checks proposed: The Basic Committee of bank supervisors from the Group of 10 industrialised countries proposed that banks be allowed to use their own computer models to calculate how much capital they must hold against potential losses from financial trading. Page 16

US consumer prices rise: US consumer prices rose less than expected last month, indicating that upward pressure on inflation remains fairly modest, the Labour Department reported. Page 7

Chirac retains lead in French poll:

A traditional left-right contest in the May 7 runoff election for the French presidency looked likely after the latest polls showed that Socialist candidate, Lionel Jospin, had edged Prime Minister Edouard Balladur out of second place behind Mr Jacques Chirac (left). Only the two leaders after voting on April 23 go on to the runoff. Page 3

Unctad wants incentives curbed: The United Nations Conference on Trade and Development has called for international negotiations to curb incentives for foreign direct investment. Page 6

United to replace 94 aircraft: United Airlines will replace 94 aircraft over the next five years, giving the airline 19 more aircraft by 1997. Page 22

Volvo sells bank for \$138m: ABN Amro, the Dutch bank, agreed to buy Alfred Berg, a leading Nordic investment bank, from Volvo of Sweden in a deal worth at least \$138m (\$138.4m). Page 19

Japanese cult member arrested: Japanese police arrested a senior member of the Aum Shinri Kyo religious cult implicated in last month's gas attack on the Tokyo subway. Page 4

Western profits fall 11%: George Weston Foods, the Australian bakeries and food group, announced an 11.3 per cent fall in profits after tax to \$22.9m (\$216.9m) for the six months to end-January. Page 20

Pressure on Argentine banks: Pressure is growing for a sweeping consolidation of Argentina's banking system, with many small and medium-sized banks closing for the Easter bank holiday amid uncertainty over their future. Page 5

JAL to cut 800 staff: Japan Airlines, the country's largest carrier, is to cut 800 administrative and clerical staff from its headquarters as part of a post-cutting programme. Page 20; **Lex,** Page 29

Birmingham Steel plans expansion: US steel-maker Birmingham Steel has announced plans to expand operations, potentially doubling melting capacity to 4m tons. Page 21

US and Japan resume car trade talks: The US and Japan resume talks over trade in cars, with Washington pressing for increased purchases of cars by Japanese companies and greater space for imports in Japanese showrooms. Page 6

Gunmen kill Rwandan refugees: Gunmen slaughtered 29 Rwandan refugees and wounded 54 near Rwanda's eastern border in the first such attack on a camp in Zaire since the exodus a year ago, UN officials said.

Israel bars Palestinians: Israel will bar entry of all Palestinians from the West Bank and Gaza Strip at the start of the 10-day Jewish holiday of Passover, police minister Moshe Shahal said.

FT Easter publication

The Financial Times will not be published tomorrow or on Easter Monday. It will be published on Saturday and from Tuesday, April 18.

STOCK MARKET INDICES			
New York Composite	4,190.54	(+3.48)	
Dow Jones Ind	4,190.54	(+3.48)	
NASDAQ Composite	225.95	(+1.12)	
Europe and Far East			
FT-100	1,071.93	(+2.82)	
FT-100	1,071.93	(+2.82)	
Nikkei	10,344.9	(+78.04)	
US LUNCHTIME RATES			
Federal Funds	5.12%		
3-month Treas Bill	5.75%		
Long bond	7.39%		
OTHER RATES			
UK 3-m bank	6.12%	(61.1%)	
UK 10 y	10.02%	(100.2%)	
France 10 y	9.75%	(97.5%)	
Germany 10 y	10.12%	(101.2%)	
Japan 10 y	10.77%	(107.7%)	
NORTH SEA OIL (Averages)			
Brent 15-day (May)	\$18.63	(18.62%)	

Africa	Schiff	Geac	D-10	Meta	MD10	Qatar	QRI10
Belgium	Dnt-229	Hong Kong	R185	Neth	R 425	Singapore	SR11
Canada	SP170	London	R229	Mexico	R229	Slovakia	SP15.50
China	QRI10	India	R275	Norway	NR18.00	S. Africa	PR12.00
Czech Rep	C205	Israel	IS17.50	Denmark	DK17	Italy	IT17.50
Denmark	DK17	Italy	IT17.50	France	FR15	Kuwait	KU15.50
Egypt	EG10	Japan	JP10	Poland	PL15.50	Portugal	PT15.50
Greece	GR10	Sweden	SE10	Turkey	TR10	UAE	UAE10
India	IN10	Spain	SP10	UAE	UAE10		
Indonesia	ID10	Switzerland	CH10				
Iran	IR10	Taiwan	TA10				
Israel	IS10	Thailand	TH10				
Italy	IT10	USA	US10				
Japan	JP10						
Korea	KR10						
Malaysia	MY10						
Mexico	MX10						
Netherlands	NL10						
New Zealand	NZ10						
Norway	NR10						
Poland	PL10						
Portugal	PT10						
Qatar	QRI10						
Romania	RO10						
Saudi Arabia	SA10						
South Africa	SA10						
Spain	SP10						
Sweden	SE10						
Switzerland	CH10						
Taiwan	TA10						
Thailand	TH10						
Turkey	TR10						
USA	US10						
UK	UK10						
Yugoslavia	YU10						

Iacocca joins largest shareholder in bid approach ■ Move sends share prices soaring \$23bn buy-out plan for Chrysler

By Richard Waters in New York

The future of Chrysler, the third-biggest motor manufacturer in the US, was thrown into question yesterday as Mr Kirk Kerkorian, its biggest shareholder, proposed a buy-out which valued the company at \$23.8bn.

If completed, the deal to take Chrysler private would rank as the world's second-biggest takeover, after the \$34.5bn paid in the buy-out of RJR Nabisco, the US tobacco and food group, in 1988.

Mr Kerkorian's proposal to launch a buy-out for the company was not backed up by a formal offer, and he has yet to approach other financiers to raise the money for the suggested all-cash bid.

Chrysler's share price leapt by nearly a quarter during morning trading in New York as the stock market anticipated that the 77-year-old investor would either launch an offer or flush out another bidder.

Mr Kerkorian is perhaps best known for acquiring controlling stakes in Metro-Goldwyn-Mayer film studios and Western Air-

lines, both of which ran into problems. Some in the film industry have not forgiven him for his treatment of MGM during his period of ownership, accusing him of asset stripping.

Mr Kerkorian, who holds 10 per cent of Chrysler's shares, has been joined in the bid approach by Mr Lee Iacocca, the motor company's former chairman and a near-legendary figure in the US business world. Neither will put up new money to back the buy-out, but both said they would leave their current investments in the company.

Tracinda, Mr Kerkorian's private investment company, added that Mr Iacocca would not take up a management role at the company, though he would act as a consultant to the investors.

Mr Iacocca's retirement at the end of 1992 came after pressure from outside shareholders for him to hand over the reins of the company. He became a household name in the US after masterminding a government-sponsored rescue of the company in the early 1980s, only to see it founder again at the end of the decade.

Chrysler said it would not recommend or reject the proposal until it had received details from Mr Kerkorian. It added that Tracinda had said it had not retained a financial adviser to advise on the deal or received any commitments from financiers.

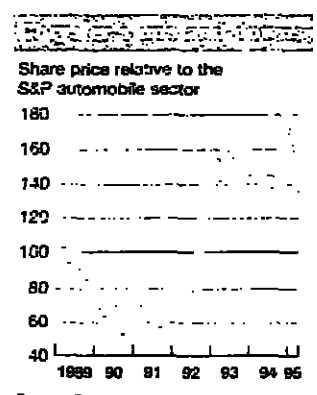
Mr Alex Yemendjian, a Tracinda executive, denied that the announcement yesterday was part of a plan to flush out a higher offer for the company. He also denied that Mr Kerkorian was trying to put pressure on Chrysler's board to buy back his stake.

Chrysler said it would not recommend or reject the proposal until it had received details from Mr Kerkorian. It added that Tracinda had said it had not retained a financial adviser to advise on the deal or received any commitments from financiers.

Chrysler said it would not recommend or reject the proposal until it had received details from Mr Kerkorian. It added that Tracinda had said it had not retained a financial adviser to advise on the deal or received any commitments from financiers.

Page 18

■ Twice back on the brink again on the spot
■ The man who sold Dorothy's slippers
■ A step back towards those hostile late 1980s
■ Saviour from Ford
■ Grand designs home and away
Editorial CommentPage 15
LexPage 16



IMF loan fails to staunch decline in rouble

By John Thornhill in Moscow

The day after the International Monetary Fund approved a \$6.5bn loan for Russia, the rouble fell beyond 5,000 to the dollar for the first time, and workers took to the streets demanding the payment of wages on time.

Government officials, while trying to ignore the protests and a series of strikes, welcomed the IMF's stand-by loan, intended to help stabilise and reform the economy.

At least one official was confident about the future of the rouble. Mr Alexander Livshits, the president's economic adviser, said the 5,000-rouble barrier was merely a symbolic figure, and he forecast that the currency would soon strengthen.

"I have already said, and I repeat, that the fate of the dollar in Russia is very poor. I would not advise anyone to hold dollars as assets," he said.

The nationwide protests by workers took varied forms. In Yakutia, in eastern Siberia, striking teachers held talks with local officials on how to improve their situation.

In Samara, in Russia's south, trade union demonstrators carried coffins symbolising the fate of the defence industry and agriculture.

But a demonstration outside government offices in Moscow was sparsely attended, while a rally of several thousand people in St Petersburg fell short of expected numbers.

The trade union movement, which had called the day of action to protest against a decline in living standards as well as the late payment of wages, claimed 1.5m workers took part in industrial action around the country.

The rouble closed at 5,008 to the dollar yesterday compared with 4,991 on Tuesday and 3,570 at the start of the year.

In the agreement with the IMF, the government has promised to bring monthly inflation down to 2 per cent by the end of this year. The stand-by loan, which will be disbursed under strict conditions in monthly tranches, will cover a third of this year's projected budget deficit.

Monthly inflation rates in Russia have been 17.8 per cent, 11 per cent and 8.9 per cent in the past three months.

Moscow faces test, Page 2



Retiring Daimler-Benz chairman Eberhard Reuter ruled out an early return to profit levels of the past after the recent rise of the D-Mark. PHOTOFEST

19,000 jobs to go as Daimler-Benz chief warns on costs rise

By Christopher Parkes in Stuttgart

The rise of the D-Mark and excessive pay increases will wipe out many of the benefits of Germany's recent restructuring efforts, according to Mr Eberhard Reuter, retiring chairman of Daimler-Benz.

Announcing a further 19,000 job cuts by the end of next year, he warned yesterday that the effects of exchange rate turbulence and pay awards which added 10 per cent to unit labour costs could not be countered by increased efficiency alone.

"The unavoidable result will be the location of production plants abroad," he told a press conference.

Such strategies were already necessary for companies trying to gain access to growth markets in Asia and the Pacific zone. Establishing production facilities was time-consuming and costly, and the earnings of German companies, including Daimler-Benz, would show the strain.

Group earnings for the current year would improve further after 1994's post-recession recovery, but the "leap" in profits the board was still expecting as recently as three months ago would not now materialise.

Mr Reuter also ruled out an early return to profit levels of the past, such as 1991, when the group earned almost DM2bn (\$1.4bn) on sales of DM55bn. Profits rose last year from DM15bn to DM39.5bn in sales up from DM98.5bn to DM104bn. By US accounting standards, adopted with Daimler's recent listing on the New York Stock Exchange, profits soared to DM1bn after a loss of DM1.84bn in 1993.

Meanwhile, the search for economies - in addition to cost savings of DM5bn achieved last year - would continue. Personnel expenses fell last year for the first time since the second world war, following a three-year job-cutting programme which reduced the global workforce by 70,000 to 330,500.

Managers at the group's Dasa aerospace subsidiary were currently talking with component suppliers on ways of alleviating the impact of operating from a D-Mark base in a market where aircraft prices were set in US dollars.

Paying parts makers in dollars was one possibility, Mr Reuter said. It was not reasonable for Dasa, which had already borne a

Continued on Page 16 Observer, Page 15

Brussels to probe aid for Crédit Lyonnais

By Emma Tucker in Brussels

The European Commission launched an inquiry yesterday into the rescue of Crédit Lyonnais, the state-owned French bank, which the Commission described as Europe's "biggest and most complicated state aid case ever".

The investigation follows concerns over whether the French government broke Commission regulations on state aid in assisting the bank with a capital injection of FF4.9bn (\$1bn) and a state guarantee against FF135bn in assets to be removed from its balance sheet for eventual sale.

Over the next month, the French government must respond to the Commission queries about the bail-out.

Continued on Page 16

NEW UK Emerging Leaders Fund

His advice could stop you falling into bad companies.

UK Smaller Companies are under-researched. Many are under valued. This ensures excellent, but selective, buying opportunities. And that's where our "man who knows" comes in - and why we believe investors should make their move now, with the new Singer & Friedlander UK Emerging Leaders Fund. It offers the proven stock-picking expertise of some of the most highly-rated and unconventional advisers in this specialised field.

TO: Singer & Friedlander Investment Funds Ltd, FREEPOST KES546, London EC2B 2SF. Please send me full details of the new Singer & Friedlander UK Emerging Leaders Fund including the DTI UK Small Firms Report. Please print clearly.

Name _____ FT 13.4.95

Address _____

Postcode _____

Singer & Friedlander Investment Funds

The value of Shares and the interest from them may fall as well as rise and investors may not get back the original amount invested. Past performance is not necessarily a guide to the future. *UK Small Firms Report issued by Singer & Friedlander Investment Funds Ltd, 25, New Street, London EC2M 4HR. Member of IMAF.

John Thornhill reports on the pressures building to ease the pain of reform

Russian government faces test of its economic resolve

Russian government officials may have been congratulating themselves yesterday on receiving the International Monetary Fund's approval for their "bold and ambitious" economic reform programme to be backed by \$6.8bn of hard cash. But they had only to look out their office windows in Moscow's White House to see what little room they have for complacency. Like ghosts at the banquet, a gaggle of protesters yesterday picketed the building as part of a nationwide day of action called by the trade union movement.

"This year is the 50th anniversary of the defeat of fascism but now it is impossible to live as a pensioner," said one angry protester. "This building is the symbol of the fascism in our country and the lack of respect for human rights," said another, pointing to the White House, formerly home to the Supreme Soviet which was shelved by President Boris Yeltsin in October 1993.

The mass protests are the most immediate sign that the steam is already building up in the political pressure cooker.

Come the summer and the lobbying from agrarian and military industrial interests is likely to grow intense, as it has in the past two years. Then, the government's commitment to keeping the lid on the monetary pot will be severely tested. Come the winter, when the parliamentary elections take place, the pressure may well be all but irresistible.

Yet, so far this year, the economy appears to be stabilising reasonably well from last autumn's upheavals when the rouble crashed and inflation soared.

The government may have been window dressing the economy for the IMF's benefit, but economists say the meagre growth in money supply of just 3 per cent in the first quarter is an impressive achievement, but the gap is wider than the monthly inflation rate from almost 18 per cent in January to less than 9 per cent in March and it is likely to fall further, given the tight monetary grip.

But inflationary expectations remain high and will not have been helped by the currency

slipping through the Rhs5,000 to the US dollar barrier yesterday. The rouble rate has a big impact on the population's psychology, even though the central bank is playing down the symbolism of the event.

Mr Jonathan Hoffman, international economist at CS First Boston in London, says: "At the moment the central bank seems to be very successfully operating an implicit, if not an explicit, policy of allowing the rouble to depreciate in line with inflation."

A number of more disturbing trends are developing elsewhere, however, particularly on the revenue front, where the government's income is falling well below budget. In the first quarter, budget revenues were R7,000bn (\$1.4bn) short of the R82,000bn forecast, but the gap is worse than it seems superficially when the effects of inflation are taken into account. "This is still a very low rate of compliance and it is worrying," said one western economist.

The critical test will perhaps come in the securities market where the government needs to

raise R31,000bn to cover more than one third of the projected R72,000bn budget deficit. Yields on Treasury bills have been falling in recent weeks, leading some encouragement to the government but they will surely scurry up again if there are any signs of monetary policy being loosened.

"The government is also relying on \$1bn of foreign financing but whether they will be able to do an external bond issue remains an open question at the moment," said one financial expert.

Russian business leaders canvassed by the *Izvestia* newspaper this week appeared to have little confidence in the prospects for economic stabilisation. The views of Mr Konstantin Borovoi, a prominent businessman and leader of the Economic Freedom party, were typical. "Financial stabilisation in the current situation is pure bluff. A 1 per cent inflation rate by the end of the year would mean the creation of real, not hidden, unemployment of 20m people. The country cannot bear such social tensions," he said.



A group of the 5,000 Russians who shouted slogans and flourished banners in a protest against government policies outside the Moscow White House yesterday

EUROPEAN NEWS DIGEST

MPs in stand over Chechnya

The lower house of Russia's parliament yesterday approved a law instructing the government to open immediate peace talks in Chechnya and banning the use of armed force within the federation. The bill, adopted by 286 votes to one, will now proceed to the upper house of parliament. The liberal and communist factions in the parliament have been fiercely critical of the Chechen campaign and even ultra-nationalist deputies have condemned its inefficiency.

The parliamentary move, however, is unlikely to have much impact on events in Chechnya. President Boris Yeltsin can veto the bill even if it is approved by the upper house. The government has also stressed that Chechnya is now the responsibility of interior ministry troops, not the army. The International Committee of the Red Cross yesterday claimed that Russian troops had killed at least 250 people, mostly civilians, while taking the Chechen town of Samashki at the weekend. Mr Jean-Marie Borne, head of ICRC operations in Europe, said: "It was an indiscriminate attack against civilians and a flagrant violation of humanitarian law." John Thornhill, Moscow.

Polish tie with EU 'irresistible'

Poland's march to membership of the EU and Nato was an "irresistible" process, Mr Douglas Hurd, British foreign secretary, said yesterday in Warsaw. "We in the UK are convinced that Poland will join Nato and the EU as a full member," he said, brushing aside Russian objections to any eastward extension of the defence alliance.

However, Mr Hurd added: "There will have to be changes in Poland as well as in the EU's agricultural policies before the time comes to discuss dates." Poland's large and fragmented farming sector constitutes a key obstacle to EU membership. Few believe the EU could afford to extend the current Common Agricultural Policy to new member states. Christopher Robinson, Warsaw.

Kurd exiles set up parliament

Kurdish exiles yesterday established a parliament in exile in The Hague, defying Turkey's protests that the meeting was illegal and an infringement of national sovereignty. The 65 delegates, drawn from Turkish, Iranian and Iraqi Kurds as well as the diaspora, declared their intention to build an independent state of Kurdistan. They include eight Turkish Kurd MPs who fled the country last year after their Democracy party was outlawed.

The assembly condemned Turkey's recent incursion into Kurdistan northern Iraq in search of guerrillas from the Kurdistan Workers' party, the PKK. However, the representatives promised to promote a peaceful democratic solution to the Kurdish problem. Mr Ismet Vanly, acting chairman, said: "Kurds are entitled to the right to decide on their future and their right to self-determination. The Kurdish frontiers are not international but inter-Kurdish and inter-state. They will disappear, but we are not in a hurry, we cannot force the course of history." Chris Hadley, The Hague.

Swedish lending rate rises

Sweden's central bank yesterday raised its lending and deposit rates in a further signal of tighter monetary policy to counter inflationary pressures. The move follows a series of increases in the bank's key repo, or repurchase rate, which has risen to 8.34 per cent from 7.80 per cent since February.

The bank said Sweden's high capacity utilisation and strong growth in producer prices threatened to stoke annual inflation, now running at 2.9 per cent. The krona has also weakened as Sweden grapples with a crisis of confidence over its efforts to curb a large budget deficit and rising state debt. Christopher Brown, London. The bank's central bank yesterday cut its key interest rate by 0.25 percentage point to 4.75 per cent. The reduction, which reflects the strength of the Belgian franc, is the third in two weeks. The discount rate remained unchanged at 4 per cent. Reuters, Brussels.

Estonia appoints government

Estonian President Lennart Meri confirmed yesterday the appointment of a new government for the Baltic state, led by Mr Tiit Vahi, the centrist prime minister. Mr Vahi's alliance, comprising the Coalition and Rural Peoples' parties (KML), emerged as the largest single group after general elections five weeks ago. But it had to seek a coalition to get a majority of parliament's 101 seats.

The apportioning of cabinet jobs reflected a coalition agreement struck with the centre-left Centrist party (CP). Ten will come from the KML, five from the CP. Mr Edgar Savisaar, Centrist leader and a forceful ex-premier, will become interior minister and deputy prime minister. Estonia's ambassador to Britain, Mr Rivo Sinisalu, will be foreign minister. Reuters, Tallinn.

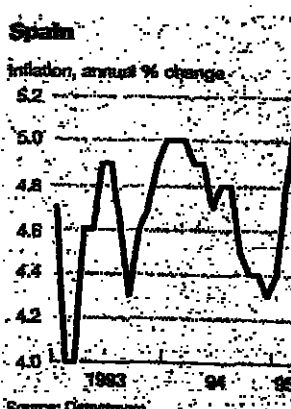
Illegal immigration crackdown

Italian police yesterday arrested members of illegal Chinese and Bosnian immigration rings, part of a crackdown on foreign gangs smuggling immigrants with the aid of the local mafia. The operations reflect Italy's desire to demonstrate its border control credentials as a prelude to joining the Schengen accord, under which certain EU countries operate common immigration policies. Italy was unable to implement the agreement, as scheduled, last month because parliament had failed to pass the necessary data protection legislation and because the ministry of interior's computer infrastructure was not fully in place.

The Bosnian network was broken up near Udine in the Veneto. The gang reportedly smuggled in Bosnian migrants and arms, which were sold to local mafia. The Chinese ring, based round the Puglian city of Lecce, also combined illegal immigration with arms trafficking. During the past week police along the Adriatic coast of southern Italy have raised the alarm about a fresh influx of illegal immigrants crossing from Albania. More than 300 people have been arrested using this route, including Albanians, Egyptians, Kurds and Sri Lankans. Robert Graham, Rome.

ECONOMIC WATCH

Spanish inflation hopes hit



Source: Directorate General for Economic and Financial Affairs, Commission of the European Communities

Spain's hopes of narrowing its inflation gap with its main EU partners were hit yesterday with figures showing March year-on-year inflation of 5.1 per cent, the highest figure for more than two years. The rate compared with 4.8 per cent in February. The economy ministry, blaming price rises for fresh food products, said it was confident inflation would now start to ease, although it raised its forecast for 1995 to 4 per cent from 3.5 per cent. Analysts said this was optimistic. They voiced concern about the impact of last month's peseta devaluation and the drought, which has driven up food prices. Inflation in the first quarter of the year was already 2.1 per cent. Underlying inflation, excluding volatile fresh food and energy prices, was 0.5 per cent up over the previous month. David White, Madrid.

Spain's February trade deficit rose on a customs cleared basis to Pta178.2bn (\$1.45bn) from Pta154.4bn in January. Imports rose to Pta111.4bn from Pta99.7bn, while exports were up to Pta388.5bn from Pta342.5bn.

International operators get on line to Italy

The BT deal is only the latest in a string of telecom ventures, writes Andrew Hill in Milan

If the attractiveness of a telecommunications market can be judged by the number of suitors, then Italy currently seems to be the belle of the international telecoms ball.

In the past week three international joint ventures have been announced in Italy, including yesterday's deal between British Telecommunications and Banca Nazionale del Lavoro, one of Italy's biggest banks.

Last week, the Italian computer giant Olivetti formed Infostarda, a joint venture with Bell Atlantic of the US, to sell business telecom services. A day later Telecom Italia, the state-controlled domestic phone company, said it was

joining with US computer giant IBM to market "mobile offices" in Italy, linking mobile phones and portable computers.

The target in all cases is the business sector, from the relatively specialised market for mobile offices at Litom (\$5,800) apiece, to the overall market for such services which Olivetti and Bell Atlantic estimate at Litm.000bn (\$17.6bn) a year. In the longer term, however, all these companies have their sights set on liberalisation of the market - including ordinary phone calls - after 1998, when Europe's fourth largest market should be opened to full competition.

The obvious victims of this attention should be Telecom

Italia and its parent company Stet, due for full privatisation later this year.

Yesterday's initiative by BT is not the first in Italy. BT and MCI, the US telecoms group, already have some 300 business customers in Italy for their Concert joint venture. Cable and Wireless of the UK recently won the contract to handle the telephone and fax communications of Eni, Italy's state-owned energy and chemicals group. Other foreign and domestic service providers are also jostling to take a share of the market.

Italy's former state monopolies are trying to give as good as they get. They point out that the biggest Italian companies - for example, the Benet-

ton clothes group, the automotive Fiat company, and Pirelli which makes tyres and cables - have selected Telecom Italia to handle their telecoms services.

Telecom Italia was even chosen earlier this year to handle the telecommunications needs of Granada Computer Services International, a division of the quoted UK leisure and television group. It was the first such contract won by the Italian group outside Italy.

Stet, meanwhile, is pushing into international markets through shares in foreign groups, such as Telecom Argentina and Cuba's state-controlled telecoms operator, or the winning of new operating licences abroad, such as for

digital mobile phones in Greece.

At home, however, the two state-controlled companies complain that they are hampered by a tariff structure which is still too rigid, the absence of a strong regulatory structure and public service obligations.

The combination could leave foreign companies free to pick off the corporate clients in the big cities, while the former monopolies are forced to supply phones to chatty grannies living in the Dolomite mountains.

Mr Patrick Earle, telecoms analyst at JP Morgan in London, says the recent spate of joint ventures should put pressure on prices and may accel-

erate rebalancing of tariffs at Telecom Italia to bring charges into line with costs.

"Telecom Italia has done a very large part of the rebalancing over the last three years, and is determined to complete that process before 1998 comes," he points out.

In the meantime, however, both Stet and Telecom Italia risk becoming the punchbag for some much larger international joint ventures. That is why both are searching for suitable global partners with which they can try to hit back at alliances like Concert. So far, however, while competitors seem content to court Italian clients, they have preferred to leave the telecoms operators themselves on the shelf.

Contact group mission rebuffed by Milosevic

By Laura Silber in Belgrade

The latest efforts of the so-called contact group of five western countries to broker a settlement in former Yugoslavia have foundered, diplomats said yesterday.

President Slobodan Milosevic of Serbia rebuffed the envoys' proposal to suspend sanctions against the former Yugoslavia in exchange for its recognition of Bosnia and Croatia.

"We did not expect any kind of breakthrough, but he was far more negative than we had anticipated," said a western diplomat commenting on Mr Milosevic's reaction to the contact group's initiative.

Mr Milosevic told the envoys from Britain, France, Germany, Russia and the US that he would not recognise Bosnia-Herzegovina until it was transformed into a union of Bosnian states.

In effect, the western mission had collapsed before it even got off the ground.

Mr Milosevic insisted, according to the diplomat, that

the Serb-held region of Bosnia must be treated equally with that of the Muslim and Croat regions.

He has reacted coolly in the past to the contact group's proposal to lift sanctions in exchange for recognition of Bosnia and Croatia. Instead, he has demanded sanctions be lifted as a precondition of recognition.

"Don't expect them [the contact group] back in Belgrade any time soon; they were that disappointed," said one envoy.

The mission was dealt another blow when it was forced to cancel yesterday's trip to Sarajevo because Bosnian Serb commanders refused to guarantee the safety of their aircraft. Sarajevo airport has been closed since Saturday when Serb small arms fire hit a US aircraft.

The envoys had been scheduled to meet President Alija Izetbegovic of Bosnia to persuade him to renew a ceasefire, due to expire on May 1.

On Tuesday night Mr Izetbegovic, a Muslim, announced

he would not extend the ceasefire unless Mr Milosevic recognised Bosnia or Bosnian Serb leaders endorsed a peace plan which calls on them to hand over a third of the territory they control. The Bosnia Serbs rejected the plan which would divide Bosnia roughly equally between them and the Muslim-Croat federation.

The envoys' failure with both Mr Izetbegovic and Mr Milosevic has prompted diplomats and UN officials to forecast an all-out war after the weather improves and the ceasefire expires.

The mostly Muslim Bosnian army launched an offensive last month seizing a strategic peak in central Bosnia but apparently suffered heavy losses after failing to secure control of a key communications relay in north-eastern Bosnia. Serb forces have begun shelling "UN safe areas". Nato jets buzzed Gorazde, a Muslim enclave in the east yesterday, after Serb forces fired more than 20 heavy artillery shells into the area.

West seeks pledge from Kiev to shut Chernobyl

By Matthew Kaminski in Kiev

An international delegation arrives today in Kiev to seek a commitment from Ukraine's President Leonid Kuchma to close the Chernobyl power plant, site of the world's worst nuclear accident in 1986.

Mr Hans van den Broek, the European Union's external affairs commissioner, and Mr Michel Barnier, the French environment minister who is representing the French presidency of the EU, will be joined by a Group of Seven representative from Canada.

If President Kuchma accedes to the delegation's demand to phase out Chernobyl, it would mean the loss of thousands of jobs at the plant and a 7 per cent cut in Ukraine's electricity generating capacity. Kiev is seeking financial support from western countries to help cover these costs.

With five plants and 14 reactors, with a total capacity of 12,800MW, Ukraine remains committed to nuclear energy, which accounts for 34 per cent

of all electricity produced.

G7 countries last summer came up with a plan for the closure of Chernobyl which Ukraine has refused to accept. The G7 offered \$200m in initial grants to cover its shutdown; EU states pledged Ecu400m (\$536m) in loans and Ecu100m in grant aid. The World Bank and European Bank for Reconstruction and Development might get involved to bring total support to more than \$1bn.

The EU also promised to help finish, and upgrade to western standards, nuclear reactors now under construction. The plan would also commit Ukraine to closing an operating reactor and to stop trying to restart a reactor damaged by fire in 1991.

Ukraine insists it needs at least another \$3bn. Its most recent counter-proposal was for the west to provide \$1.49bn to decommission Chernobyl; \$3bn to finish work on two Soviet-era reactors elsewhere in the country; and \$3bn to build two western-type units

near the Chernobyl site.

Mr Mikhail Umanets, head of Ukraine's nuclear power authority, said the Chernobyl reactor could only be closed when a western-style plant was built. He often cites as an example the deal struck by the US with North Korea to build new plants.

But, as an EU official said last week, Mr Kuchma can veto the hawkish stance taken by energy officials. Anti-nuclear sentiment runs deep among Ukraine's 52m people, the main victims - along with Belarusians - of the 1986 tragedy.

Ukraine certainly needs \$350m in bilateral balance of payments support from the EU, currently dependent on a Ukrainian commitment to phase out Chernobyl.

The EU official said: "We require a political commitment from the leadership to an agenda." The president himself last month called the Chernobyl decision "a political" one, which might be taken soon.

Greeks break with past over motorway

Road along an ancient Roman route will test new approach to infrastructure projects, say Kerin Hope and Peter Marsh

Plans by Greece to recreate the ancient Via Egnatia as a motorway linking the Adriatic with Istanbul will be the first test of the Socialist government's new approach to carrying out large infrastructure projects backed by the European Union.

Under pressure from the European Commission, the public works ministry has overhauled tendering procedures for Greek construction companies, agreed to appoint international project managers to supervise large projects, and established an independent agency to supervise construction of the Egnatia highway.

Greece is due to receive about Ecu8bn (\$10.45bn) in European Union grants to modernise its outdated roads, railways and port facilities over the next five years, while the government is to provide Ecu4bn in matching funds.

Another Ecu5.6bn will be covered by the European Investment Bank and the private sector, which will finance some highway construction in return for operating toll concessions for up to 30 years.

However, disbursement of the EU funds, which was due to start last summer, was held up because of inefficient Greek tendering procedures which allowed road-building contracts to be

split up and awarded to a large number of local construction companies, often at unrealistically low prices.

One Athens banker said: "Tendering was based on criteria dating from the 1960s. It was carried out on the basis of inadequate studies and companies were offering price discounts of up to 80 per cent in order to secure a contract. The result was frequent cost overruns and poor quality construction."

With new legislation in place and bidding under way to find an international project manager for the Egnatia highway, the Commission has given the go-ahead to release more than Ecu5bn of funding. This includes grants for construction of the 700km highway and for upgrading to motorway standard the 750km road from Patras in western Greece to Athens and Thessaloniki.

A Commission official said Greece had made good progress on meeting EU requirements on setting up new management structures for crucial parts of the modernisation programme, which

was now moving "smoothly but slowly".

However, problems over raising private sector finance for the two highway projects appear likely to cause further delays because of uncertainties over the volume of traffic they would carry.

The Egnatia highway would link the north-western Greek port of Igoumenitsa with Thessaloniki and the Turkish border, following part of the route of the ancient Roman road across the Balkans. It is budgeted at Ecu2.5bn, of which Ecu1.5bn would be covered out of EU and government funds.

But the project carries a high financial risk, as much of the modern route would cross sparsely populated, mountainous areas with few prospects for increasing traffic through tourist development, leaving a toll operator dependent for income on international transit traffic.

The risk factor is less for the Patras to Thessaloniki road, used by most

international trucks travelling through Greece and by more than 1m tourists yearly, who travel on ferries from Italy. Its upgrading would cost Ecu2.5bn, with Ecu1bn to be provided by the EU and the government.

A study carried out for the government by Barclays de Zoete Wedd, the UK investment bank, and Trademco, a Greek consultancy, proposes that, to ensure an adequate investment return, private road-builders should finance sections of motorway near large cities - where there is heavy local traffic - while the public sector takes responsibility for sections in remote areas.

One possibility being considered by the Commission is for EU cash already earmarked for busier sections of the Athens-Thessaloniki motorway to be withdrawn and replaced by private funding. The extra money would be transferred to the Egnatia project to build sections through the remote Pindos mountains.

A senior Greek official said: "It's a matter of careful restructuring of the project to get the right allocation of public sector and EU funds. As well as some delay, we may have to accept scaling down part of the Egnatia road to just two lanes, leaving room for expansion in the next century."

سكرا من الامم

Polls show Jospin in second place MEPs fret over likely single currency delay

By David Buchan and John Riddling in Paris

The odds on a traditional left-right contest in the May 7 run-off election for the French presidency have shortened with the latest batch of polls, all showing that Mr Lionel Jospin, Socialist candidate, has edged Prime Minister Edouard Balladur out of second place behind Mr Jacques Chirac, mayor of Paris.

Only the two leaders in the first round of voting on April 23 go on to the run-off. Barring a massive error by the pollsters, one of the finalists seems bound to be Mr Chirac. Indeed, the most recent survey, conducted by Publicis, by telephone on Monday and Tuesday this week, gives the mayor an increased lead of 30 per cent, compared with 22 per cent for Mr Jospin and 20 per cent for Mr Balladur. Three other polls, by Louis Harris, EVA and Ilop, gave Mr Chirac lower scores, but always ahead of Mr Jospin and Mr Balladur, in that order.

Defying the bad news, the Balladur campaign announced it would start publishing today a daily broadsheet that would count down the 24 days remaining to the May 7 run-off. Mr Nicolas Sarkozy, the Balladur campaign spokesman, said if his candidate failed to make it through the first round the broadsheet would stop. But he was convinced the French people wanted a Chirac-Balladur contest in the second round, and not another "left-right debate".

However, Mr Jospin, campaigning yesterday in Toulouse with Mr Jacques Delors, the ex-European Commission president, seems now to be pulling in some of the large number of people who had declared themselves undecided.

Publication of opinion polls is forbidden in the week preceding both the first and second rounds of voting, and therefore the polls to be published at the end of this week will have an important psychological effect on the outcome on April 23.

A further bout of labour disputes is set to keep wages and employment at the forefront of the campaign. Workers on the RATP Paris metro and rail network are due to hold another one-day strike today, while unions at the main banks have also called for a stoppage.

In the private sector, workers yesterday protested against job cuts at Elf-Aquitaine, the oil group, and in favour of pay rises at Michelin, the tyre maker. Neither suffered serious disruption, however.

The action has been encouraged by the presidential campaign, as several candidates have supported pay increases as a means to buttress consumption and to allow employees to share in economic recovery. Mr Jospin and Mr Chirac have both backed pay rises, although Mr Balladur has been more cautious.

Members of the European parliament yesterday voiced concern that likely delays in introducing a single European currency could trigger a loss of public support.

The warnings came during a hearing of the parliament's monetary affairs sub-committee, attended by Mr Alexandre Lamfalussy, president of the European Monetary Institute.

Mr Lamfalussy, the central banker charged with supervising the technical preparation for economic and monetary union, defused most of the criticism in a softly spoken exposition of the path to Emu.

EU's social programme given mixed reception

By Lionel Barber in Brussels and Robert Taylor

The European Commission's social programme for the next three years, unveiled yesterday, was cautiously welcomed by employers and criticised by the trade unions.

Mr Padraig Flynn, EU social affairs commissioner, defended his plans - which seek to consolidate existing legislation and call for less regulation - as a balance between economic realism and maintaining minimum social standards. But he conceded they tilted towards employer demands to make competitiveness and job creation the main priority.

There is not a huge demand for a new caucus of law in this area," he said.

The social action plan contains 22 new proposals, only five of which will need legally enforceable directives. Some 25 other proposals covering issues such as parental leave, part-time work and several health and safety directives are being carried over from the previous Commission under Mr Jacques Delors.

The European Trade Union Confederation said it would seek support to toughen up the programme.

But Mr Michael Portillo, UK employment secretary, said there were "welcome signs" the Commission accepted that job creation must be at the top of the agenda. But he added there were "still too many signs" of the "old way of thinking based on regulation and restriction".

Society's concerns mirrored by minority candidates

Lesser players cannot be dismissed, writes Andrew Jack

Ms Arlette Laguiller, a militant Trotskyite, represents more than the Workers' Struggle party in France's presidential race. She also highlights the challenges for, and the importance of, minority candidates in the campaign for the Elysée Palace.

By last week's deadline, tough eligibility requirements had whittled down the number of officially recognised candidates to nine, whose campaigning efforts have now begun in earnest on television, billboards and in rallies around the country.

Yet the tough rules did nothing to hold back Ms Laguiller, whose programme includes calls for the redistribution of wealth, a general increase in salaries and an end to the "law of profits" which drives corporate executives to lay off staff.

One of her secrets lies in the traditional ability of the hard-left to mobilise and organise its supporters, as well as her own extensive experience in running - unsuccessfully - in the last three presidential campaigns.

However, her support - running at about 5 per cent in some polls - also reflects the way in which minority candidates in the election have mirrored a number of the most important issues of concern in France, and which have now become centrepieces in the race.

For Ms Laguiller, as well as Mr Robert Hénin, the Communist party candidate currently polling 9 per cent of support, these issues are widespread worry about unemployment and social division.

FT CONFERENCES

MARKETING PROFESSIONAL SERVICES '95
London, 19 & 20 April 1995
The Financial Times and Professional Marketing International bring together an internationally renowned line-up of experts and leading edge practitioners to provide practical guidance in getting better business through improved skills and client awareness.

THE EUROPEAN WATER INDUSTRY
London, 24 & 25 April 1995
At a time when many UK and EC companies are seeking opportunities in fresh markets, the sixth conference in the Financial Times Water Industry series will also consider the cost challenges of meeting EC quality standards and the increasing need to put figures on environmental costs.

FT-CITY COURSE
London, 24 April-12 June
This course provides those working in the City or serving the financial world with a broader understanding of all aspects of the operations of the City of London and the factors that make it a pre-eminent financial and trading centre.

SOUTH AFRICA - A NEW ERA FOR BUSINESS, FINANCE AND INVESTMENT
Cape Town, 2 & 3 May 1995
This major FT conference will review the policies and programmes of the government of South Africa as it enters its second year of office and assess business, finance and investment prospects.

THE CZECH REPUBLIC: BEYOND PRIVATISATION - NEW BUSINESS CHALLENGES AND OPPORTUNITIES
Prague, 6 & 7 June 1995
As the second wave of the most privatisation nears completion and with convertibility of the Koruna now firmly on the legislative agenda, the Financial Times conference, arranged in association with The Bohemian Foundation, will provide an opportunity to examine the broader implications of these developments for the Czech economy and for foreign investment.

TRANSPORT IN EUROPE: TOWARDS 2000
London, 8 & 9 June 1995
One of the new transport conferences that looks at the sector as a whole, this highly regarded annual event focuses this year on the future for rail in general, Britain's pioneering privatisation process in particular, and on the efforts being made to resolve traffic problems and the port transport (and transport infrastructure) plans in the developing world.

LEBANON TOWARDS 2000 - OPPORTUNITIES FOR FINANCE AND INVESTMENT IN A RE-EMERGING MARKET
Beirut, 8 & 9 June 1995
A distinguished panel of speakers will examine opportunities for investment both in the physical reconstruction of the war-torn infrastructure of Lebanon, and in the financing of reconstruction through capital markets and international competition for capital will also be discussed.

All enquiries should be addressed to: Financial Times Conferences, P O Box 3851, London SW11 2 BPA, UK.

THE SPECTATOR



Kevin Myers: how many IRA victims lie in the bogs of Ireland?
A. N. Wilson: Easter is Jewish
Simon Jenkins and Lord Gowrie on the voyeurs of the press
Auberon Waugh's Wine Club special offer
Tabitha Troughton on being mugged by OAPs

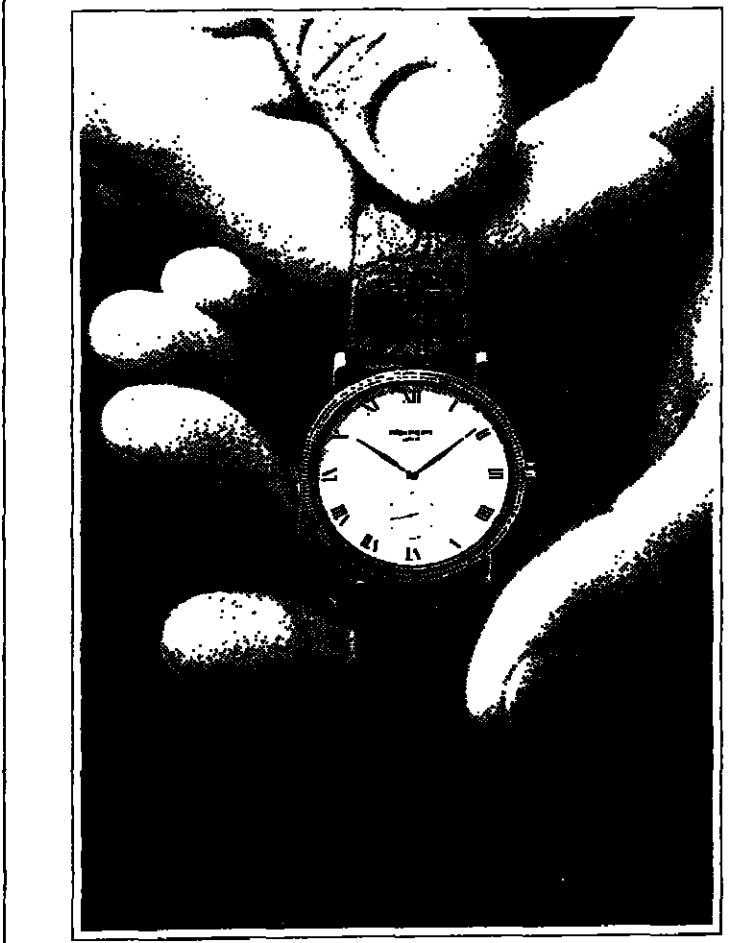
Plus all our regular columnists including Jeffrey Bernard, Taki, Nigel Nicolson, Christopher Fildes, Nigella Lawson, Mary Killen and Andrew Robson's Bridge column. Together with the best cartoons of the week.

Chile

The government of Eduardo Frei, which will remain in power until the year 2000, marks a continuation of economic and political stability that has become the envy of Latin America. The survey will report on the country's economy, political scene, financial markets and more.

For more information on editorial content and details of advertising opportunities available in this survey, please contact:
Penny Scott in New York
Tel: (212) 688-6900 Fax: (212) 688-8229
Sue Mathison in London
Tel: (+44171) 873-3050 Fax: (+44171) 873-3595
Florencia Varas in Santiago
Tel: (56 2) 242-1232
FT Surveys

For more than a century and a half, Patek Philippe has been known as the finest watch in the world. The reason is very simple. It is made differently. It is made using skills and techniques that others have lost or forgotten. It is made with attention to detail very few people would notice. It is made, we have to admit, with a total disregard for time. If



a particular Patek Philippe movement requires four years of continuous work to bring to absolute perfection, we will take four years. The result will be a watch that is unlike any other. A watch that conveys quality from first glance and first touch. A watch with a distinction: generation after generation it has been worn, loved and collected by those who are very difficult to please: those who will only accept the best. For the day that you take delivery of your Patek Philippe, you will have acquired the best. Your watch will be a masterpiece, quietly reflecting your own values. A watch that was made to be treasured.

PATEK PHILIPPE
GENEVE

Exclusive Patek Philippe Showroom: 15 New Bond Street, London, Asprey, 165 New Bond Street, London. Garrard & Co Ltd, 112 Regent Street, London. George Pragnell Ltd, 5 Wood Street, Stratford-upon-Avon. Hamilton & Inches Ltd, 87 George Street, Edinburgh. Hettich, 1 King Street, Jersey. Channel Islands. John H. Lunn Ltd, Queen's Arcade, Belfast. Weir & Sons Ltd, 96-99 Grafton Street, 1-3 Wicklow Street, Dublin. Watches of Switzerland - Selected Branches Nationwide.

NEWS: INTERNATIONAL

SA government reinstates Mrs Mandela

By Roger Matthews in Johannesburg

Mrs Winnie Mandela was yesterday reinstated as a deputy minister by an embarrased South African government, although it is expected that President Nelson Mandela, her estranged husband, will dismiss her again within a few days.

Mr Thabo Mbeki, the deputy president, said in a statement

issued on behalf of President Mandela, who is touring the Gulf, that the decision to reinstate Mrs Mandela was taken "to spare the government and the nation the uncertainties which might follow protracted litigation of this issue".

Lawyers for Mrs Mandela began legal proceedings in the Pretoria supreme court on Tuesday seeking her reinstatement as deputy minister of arts, culture and science.

They argued that her dismissal on March 27 infringed her constitutional rights and that President Mandela had not followed correct legal procedures.

Mr Mandela's statement accepted that the dismissal had been "technically and procedurally invalid" and said that Mrs Mandela's position would be considered afresh when the president returned to South Africa.

This is the second time in a month that Mrs Mandela has successfully used the courts to protect her against what she claims are politically motivated attacks. Last month a supreme court judge ruled there was no justification for a high-profile police raid on her Soweto home, and ordered all seized documents to be returned.

Mrs Mandela, who claims considerable grassroots support, has repeatedly criticised the government of national unity, claiming that it did more to placate the white minority than improve the living conditions of the deprived black majority.

Those claims contributed to Mr Mandela's decision to sack her, but it quickly became clear yesterday that the president's legal advisers would have problems mounting an effective defence against Mrs

Mandela's law suit.

Mrs Mandela argued that under the interim constitution she had the right to know the reasons for her dismissal and a full explanation, something which President Mandela has refused. The government statement yesterday also acknowledged that Mr Mandela had not fulfilled the obligation to consult the party leaders in the coalition before sacking Mrs Mandela.

Second group seeks £1bn telecoms contract

By Mark Suzman in Johannesburg

The pressure on the South African government to clarify its plans for the privatisation of state-owned telephone utility Telkom intensified yesterday with the announcement that a second big international consortium would submit a bid for the company's R60m (£1.04bn) tender to lay 1m new

phone lines over the next four years. The New Africa Communications consortium comprises Southwestern Bell of the US, Cable and Wireless from the UK and Corporate Africa, one of South Africa's largest black-controlled businesses. It said the bid is aimed at forging closer co-operation with Telkom in the future, including possible equity involve-

ment in the company. "Telkom's tender is an obvious immediate opportunity," said Dr Nthato Motlana, New Africa chairman. "[It] fits into our vision of partnering Telkom in developing this important strategic industry for the benefit of all South Africans." New Africa's bid follows the announcement last month by African Global, a group formed by Bell Atlan-

tic, Alcatel CIT, Philips, Matra Marconi Space and Teleglobe International Montreal, that it would also seek to help develop local telecommunications ahead of Telkom's possible privatisation. Other major international telecommunication companies are known to have had discussions with the government about purchasing a stake in Telkom. They include

AT&T and Japan's Nippon Telephone and Telegraph.

The mutual international interest in the bid was sparked by the South African government's declaration in February that it had decided in principle to sell off at least part of Telkom to help expand and modernise the country's telecommunications network.

Mauritians agonise over tourism expansion

Fiercely protective of its exclusive image, a dilemma faces the Indian Ocean island. Bronwen Maddox reports

We don't want to be a nation of bartenders and waiters," says Mr Xavier Luc Duval, the Mauritian minister of tourism and industry.

Famous for its white beaches and turquoise lagoons, the Indian Ocean island has always been fiercely protective of its exclusive image, which lures honeymoon couples and upmarket tourists from around the world.

But to maintain the rate of economic growth the island has become accustomed to, Mauritius is now faced with the dilemma of whether to allow tourism, the third biggest earner of foreign exchange, to continue to grow fast. Though this would be the easiest route to stimulate growth, Mauritian ministers are fearful that the result will be social tension and destruction of the island's environment.

After three decades of astounding success, the Mauritian economy is at a turning point. Since the mid-1980s, sugar and textiles, the two

	GDP per head (\$ at constant 1987 prices)	Number of tourists	Gross receipts from tourism (MUR m)
1984	1,900	139,670	632.9
1985	2,000	148,860	844.5
1986	2,170	165,310	1,190.1
1987	2,350	207,570	1,786.0
1988	2,475	236,300	2,351.0
1989	2,520	282,790	2,785.7
1990	2,710	291,550	3,630.0
1991	2,800	300,670	3,940.0
1992	2,975	335,400	4,655.0
1993	3,100	374,830	5,362.0
1994	n/a	400,526	6,052.0

Source: Central Statistical Office, Ministry of Tourism, Bank of Mauritius

largest industries, have pushed gross domestic product ahead by more than 6 per cent virtually every year. But rising wages, and the impact of the Uruguay Round of the General Agreement on Tariffs and Trade, which came into force in January, are curbing the potential of these sectors.

The record of recent years, particularly by those of the African mainland, owes much to the Lomé Convention, which gives preferential access to

European Union markets. It allowed Mauritius to diversify from a sugar monoculture and to build a thriving textiles sector.

However, Gatt will erode the value of the Lomé agreements. It will also undermine sugar prices, says Mr Ramakrishna Sithanan, finance minister, and competition is tough in textiles, with or without Gatt.

Steady wage rises also threaten competitiveness, particularly with the textiles sector of neighbouring Madagas-

car. One of the government's proudest boasts is that the country of 1.1m people has virtually full employment but the consequent labour shortages in some businesses have pushed average wages up by about 10 per cent annually in the past few years.

The government is not blind to these threats. It is encouraging the mechanisation of textiles and sugar production to improve competitiveness. But that, Mr Sithanan acknowledges, suggests that "there will probably not be full employment in Mauritius in 10 years' time", a politically sensitive point.

To provide new sources of revenue and employment, the government is looking to enter world markets for fruit, flowers and vegetables. It has also made much of its desire to encourage the development of financial services and offshore companies.

The first steps are encouraging. The Mauritius Stock Exchange, which began in 1989, trades from one 30-foot room, with prices marked up

by hand on a board on the wall. But already it has a market capitalisation of about MUR30bn (£1.95bn).

Rafts of concessionary tax arrangements with other countries are spurring the growth of offshore banking, encouraging trading revenues or investment funds destined for Asia and Africa to pass through Mauritius.

But the financial sector does not promise to provide many jobs, particularly not ones which can be filled by laid-off sugar and textile workers.

One option would be to let tourism off the leash, and allow tourist numbers to rise fast from the present 400,000, by granting permission for more developments and permitting more flights.

Sir Harry Tirvengadam, chairman of Air Mauritius, the national airline, says that a government-industry working group has estimated that if present rates of growth are extrapolated, the number of tourists would reach between 1.2m to 1.7m in 2020. But ministers and tourism

industry executives say that such growth would be publicly unacceptable, and counterproductive. The encroachment of hotels on to beaches which were formerly public is already "a sore point", ministers say.

Moreover, such an expansion could be counterproductive. "We cannot survive if we lose our exclusive image, because no one will come on a 12-hour flight when they can get much cheaper holidays closer to home," says Mr Sohan Ghosh, manager of the government tourist office.

Options are divided on the degree of expansion which should be allowed.

According to Mr Duval, the government's view is that "in the next five years numbers could go to 600,000, but we have to plan to increase them beyond that".

He adds that lifting the ban on direct charter flights "is politically out of the question". However, some hoteliers argue that this will be insufficient for the industry's needs, given the overcapacity which already exists.

INTERNATIONAL NEWS DIGEST

Nuclear treaty raises concerns

Senior officials of non-aligned states met yesterday at the United Nations to try to co-ordinate policy for a critical conference opening next Monday on the future of the nuclear non-proliferation treaty (NPT). A number of third world nations are expected to oppose the indefinite extension of the pact sought by the US, Britain, France and Russia with probable acquiescence of China. The five permanent members of the Security Council, all nuclear powers, sponsored a resolution that was unanimously approved late on Tuesday pledging help for any NPT-signatory state threatened by nuclear attack.

However, the resolution fell short of what many in the non-aligned movement had hoped for, including India, whose delegates called it discriminatory and "riddled with ifs and buts". The Campaign for the Non-proliferation Treaty, a group of independent disarmament organisations, estimates that 79 of the 174 signatories of the treaty would vote for an indefinite extension, with 26 others leaning in that direction and more than 30 still undecided. *Michael Littlejohns, New York*

Border ban on Palestinians

Israel announced yesterday that it will bar all West Bank and Gaza Palestinians from entering Israel over the weekend's Passover holiday. Mr Moshe Shaleh, the police minister, would like to extend the closure for the whole of the week-long Jewish festival, but has failed to win over the prime minister, Mr Yitzhak Rabin. About 25,000 Palestinian labourers cross daily to jobs on Israeli farms and building sites. The ban comes five days after two Islamic suicide bombers killed seven Israeli soldiers and an American student on their way to Jewish settlements in the Gaza Strip. Their attacks provoked a confrontation between Mr Yasser Arafat's Palestinian police and the Hamas and Islamic Jihad opponents of his peace agreement with Israel. *Eric Sinker, Jerusalem*

Kenya acts on gold row

Kenya's government has moved to defuse a furor over the treatment of a businessman accused of defrauding the government through a fictitious gold and diamond export operation. Public anger has simmered since a parliamentary committee last month cleared billionaire Kamlesh Pattni, owner of Goldenberg International, and found he was owed 2.1bn shillings (£31.4m) by the government in outstanding export compensation. The committee's findings came as a shock, as Pattni is being pursued by the Central Bank of Kenya for more than 11bn shillings he owes both the bank and Treasury. But Mr Musalia Mudavadi, finance minister, intervened late on Tuesday, telling parliament the government rejected the committee's recommendations. *Michael Wrong, Nairobi*

Rwandan refugees killed

Gunslinger slaughtered 31 Rwandan refugees near Rwanda's eastern border in the first such attack on a camp in Zaire since the exodus a year ago, UN officials said yesterday. Mr Chris Bowers, spokesman for the UN High Commissioner for Refugees (UNHCR), said the gunmen landed by boats at Birava camp on the edge of Lake Kivu. The dead included women and children. Mr Bowers quoted survivors as saying the attackers were wearing uniforms and came from the direction of Rwanda. Rwandan government officials in Kigali said the Rwanda Patriotic Army was not responsible. The refugees in Zaire are all from Rwanda's Hutu majority. *Reuter, Kigali*

NEWS: ASIA-PACIFIC

China pressure on HK civil service grows

Simon Holberton on colony's unease at top resignations

The third resignation in as many weeks of a senior Hong Kong civil servant has underlined the unease with which Hong Kong approaches its reunion with China in 1997.

Mr Michael Leung, secretary of education and manpower, said on Tuesday he was resigning for personal reasons which had nothing to do with the forthcoming change in sovereignty.

But his chief, Mrs Anson Chan, chief secretary, took a slightly different line. She called on China to reassure the senior civil service about its future under Chinese rule.

Mr Leung's resignation follows on the heels of another dismal round of Sino-British talks on Hong Kong's future. The agenda for the 32nd meeting of the Joint Liaison Group (JLG) was dominated by items concerning the future of the colony's legal system and the rights of its citizens to travel abroad, but just one agreement was made: an investment protection pact between Hong Kong and New Zealand, the colony's 36th most important trading partner.

To Britain's growing concern, Beijing stepped up pressure on the Hong Kong civil service at last week's meeting. Mainland officials renewed their demand for the personnel files of the senior civil service, a demand which was refused.

Outside the formal meetings

of the JLG, mainland officials have also increased pressure directly on Hong Kong Chinese civil servants. They take every opportunity to remind senior Hong Kong Chinese officials of their ethnicity and call on them to be loyal to China.

The visit next month of China's top official on Hong Kong affairs is unlikely to make things any better. On his week-long stay in the colony, Mr Lu Ping is expected to snub Governor Chris Patten as he did on a similar visit last year.

British officials make no efforts to disguise their frustration and concern about the lack of progress on what London regards as the vital aspects of Hong Kong's handover. "We are essentially in a 'no co-operation' mode," noted one senior Hong Kong government official. "The sovereignty card is being played on every thing."

Where China sees an advantage, agreements have been forthcoming. Two examples of this were last summer's defence lands deal, and the deal on co-ordinating cross-border infrastructure development. The former committed the Hong Kong government to building the Chinese navy a new base: the latter has enabled Beijing to keep a watchful eye on the activities of Shenzhen and Zhuhai, the two thriving economic zones near Hong Kong.

But on just about every issue

of importance to the British and Hong Kong governments, Beijing has dug in its heels. It has refused to give its assent to the creation of a court of final appeal in Hong Kong, successor to Britain's Privy Council, despite a 1991 agreement struck with London on the issue.

Beijing's spokesmen in the colony mutter vaguely that the draft legislation which Beijing has had for nearly a year is "incompatible" with China's laws for Hong Kong, but decline to specify where or how.

China's reluctance to make a deal seems to reflect two things: its desire to select the court's judges without British participation, and its determination to deny Mr Patten the means of claiming his tough stand on Hong Kong's political development has paid off. "They see no need to give any face to Patten," observed a former Beijing official living in Hong Kong.

To most observers, such a situation is a recipe for potential destabilising sort. Yet among certain segments of the colony's business elite, this gives rise to only muted concern. For these optimists, the stony face of the Chinese state will relax once the British have left the stage. Everything will be sorted out Chinese-to-Chinese after 1997, they believe.

They point to the soundings that Communist party officials

have been taking about the suitability of Mrs Chan to be Hong Kong's first "chief executive", as the post-colonial governor will be known.

Mrs Chan is a widely respected official whose appointment would reassure the broad mass of people in Hong Kong; she is a woman who knows the Hong Kong-British civil service system intimately, in addition to being well-connected in China.

In a similar vein, others point to the contacts some liberal lawyers have made with judicial authorities in Beijing concerning the court of final appeal - the issue at the top of Mr Patten's agenda and the one most likely to spark another full-scale Sino-British row in the coming months.

These lawyers are opposed to the 1991 Sino-British deal which, if made into law, would restrict the number of foreign judges who can sit on the five-judge court to just one.

Some liberal lawyers believe they can negotiate a better, more flexible deal after 1997, so that in some cases more than one foreign judge could hear a case.

Whether this is a case of "lamb to the slaughter", as some British officials claim, will only be known after the event. But what it assuredly does not do is make Mr Patten's decision to proceed or defer legislation for the court any easier.



Chinese soldiers marching to sentry duty in Tiananmen square yesterday pass a clock showing the remaining days (811) and seconds until the colony is handed back in June 1997

ASIA-PACIFIC NEWS DIGEST

Japanese seize top Aum aide

Japanese police hailed as a breakthrough yesterday the arrest of a senior member of the Aum Shinri Kyo religious cult implicated in last month's gas attack on the Tokyo subway. Mr Tomomitsu Nimii, a personal adviser and bodyguard of the sect's leader, Mr Shoko Asahara, was detained on suspicion of kidnapping a nurse who had tried to leave the cult. Mr Nimii, home affairs "minister" in Aum's private government, is the most senior follower to be arrested.

He is suspected of organising several other kidnappings of members who tried to leave the secretive group. The police investigation, which was initially criticised for its apparent slowness, appears to be gathering pace. Three leading followers were arrested last week, responsible for defence, finance, and the "ministry of treatment", believed to have drugged dissenters into submission. Police have arrest warrants for five more suspected kidnappers. *William Dawkins, Tokyo*

Murdoch affiliate in TV row

India's largest owner of Hindi film rights says he plans to take legal action in India and Hong Kong against a Rupert Murdoch TV affiliate over cable distribution rights in South Asia's fledgling pay-TV market. Mr Dhruvrai Shah and satellite network Asia Television Network (ATN) said they intended to sue Zee Cinema for alleged violation of copyright concerning 1,000 Hindi films.

India has the world's biggest film industry and the tussle between big entertainment channels for a foothold in the market is gathering pace. Zee Cinema, a Hindi pay-movie channel launched last Sunday, is a joint venture between Pan-Asian broadcaster Star Television and Zee Television, in which Mr Murdoch's News Corporation has a 49 per cent stake through one of its Hong Kong affiliates.

According to Mr Shah and ATN chief Siddhartha Srivastava, Zee Cinema "will be encroaching on their cable TV rights" of more than 1,000 popular films which it plans to beam on its pay-TV channel. "We have taken necessary legal advice and we will be suing Zee in Hong Kong courts in the next few days," Mr Shah said. *Reuter, Bombay*

China to step up N-programme

China plans to use plutonium for civilian purposes and develop fast-breeder reactors, the country's National Nuclear Development Corporation said in Tokyo yesterday. Zhang Ruoshu, corporation vice-president, told a nuclear industry conference China was building a pilot recycling plant for extracting plutonium from spent nuclear fuel.

China wanted to operate a facility capable of treating 400-800 tons of spent fuel annually by 2001, he said. Beijing had a prototype experimental fast-breeder reactor, and research would be pushed into consumption of plutonium obtained by the recycling of spent fuel from light-water reactors. *Kyodo, Tokyo*

Australia factory prices up

Manufacturing prices rose 0.8 per cent in Australia during February, taking the year-on-year increase to 3.7 per cent. This is the highest rate seen since early 1991, and compares with a year-on-year rate of 2.9 per cent in January.

The manufacturing price data has significantly less market impact than consumer price index figures, but some analysts believe it could point to uncomfortable inflation trends. Last month, Mr Bernie Fraser, Reserve Bank of Australia governor, warned underlying inflation could move outside the target range of 2-3 per cent in the current year. *Nikki Tai, Sydney*

US store owner cites infrastructure deficiencies as serious impediments

Macy's to halt output in Burma

By Ted Bardacke in Bangkok

Federated Department Stores, owner of the US retailer Macy's, will halt clothing production in Burma within the next three months, citing infrastructure deficiencies as serious impediments to efficient and profitable output.

Macy's is the third US clothes producer to halt operations in Burma in the past six months, after similar moves by Eddie Bauer in February and Liz Claiborne late last year. A fourth company,

Levi Strauss, ended clothes output in Burma in 1992.

While the other companies cited a lack of political freedoms and human rights problems as their chief reasons for pulling out, Macy's said its reason was economic. "It's not economically feasible. The factories couldn't meet their quotas," a company official said.

Macy's private label sourcing arm made about \$2m (£1.25m) worth of goods in Burma. Despite reforms that have encouraged investment and stimulated growth, the Bur-

mese government has been criticised over its human rights record and refusing to honour election results that were to have swept the military junta from power.

Companies from 18 countries have invested a total of \$2.59bn (£1.6bn) in Burma as of the end of March, according to Brigadier-General Win Tin, finance minister. Reuter reports from Rangoon.

At the opening of a foreign bank representative office, he said authorities had given permission for 130 ventures

involving foreign investment since reforms in 1988.

Gen Win Tin said foreign investment, from Asian neighbours in particular, was increasing. "Foreign investors from Singapore, Thailand, Malaysia, Hong Kong and Korea have deepened their links with our country," said the general.

Some diplomats say large investments because of infrastructure problems and political uncertainty.

Yen surge 'could hit Thailand, Indonesia'

Indonesia and Thailand are expected to be worst hit by the steep appreciation of the yen against the dollar, a study of nine Asian economies released by the US investment house Salomon Brothers said yesterday. AFP reports from Singapore.

A further deterioration of trade or current account balances of the two countries caused by the rise of the yen "could have wider implications in terms of the potential knock-on effects on short-term capital flows and interest rates". The yen appreciated

14.5 per cent against the Indonesian rupiah and 12 per cent against the Thai baht between January and March, the period covered by the study.

The yen has moved fairly uniformly against currencies closely linked to the US dollar, such as the Thai and Indonesian currencies, and the Hong Kong dollar. The yen's movement against the Malaysian ringgit was also seen in a range similar to the linked currencies. "The appreciation of the yen could lead to some deterioration of trade balances in the countries surveyed."

صكرا من الامن

501 من الامم

NAME ANY COMPANY

IN ANY INDUSTRY THAT

DOES SOMETHING

4 BILLION TIMES BETTER

THAN THE COMPETITION.

As you may already know, Digital has beaten everyone else to 64-bit computing, which, among other things, offers 4 billion times the data addressing capacity of current 32-bit systems.

The point is this: our Alpha technology not only is much faster and far more powerful, but it could be decades before your company outgrows it.

No wonder it's emerging as the architecture of choice for the hottest industries and technologies of today, such as interactive video, medical diagnostics, advanced telecommunications services and more.

Not to mention, any forward-thinking company wishing to invest in the system of tomorrow. A system with 6,000 applications ready to go, right now. A system that can help them do in minutes what they used to do in hours.

Everything from CAD and complex financial modeling, to database solutions and beyond. Interestingly, our competition is starting to announce that they too will have 64-bit systems. The only question is, when?

Of course, in all fairness to our competitors, we don't

always outperform them by a margin of 400 billion percent.

Sometimes, the margin is only a few hundred percent. Or a few tens of thousands of dollars.

Take servers and workstations. Our AlphaServer™ 2100 4/275 runs rings around its higher-priced competition. Our AlphaStation™ 400 is the most powerful workstation in its class.

Take networking. A Digital invention, networking is being brought into the future by more Digital inventions like LinkWorks™ software, a solution that allows everybody in your organization, regardless of the platform they're on, regardless of the operating system they're using, to work together better than they've ever worked before.

No one else has anything like it.

Fact is, Digital is better at tying multiple platforms and operating systems together than anyone. Of course, we aren't 4 billion times better at it than our competition.

But rest assured, we're working on it.

For more information, call your local Digital sales office or reach us via our Internet address: moreinfo@digital.com.

digital™

Car talks resume in yen's shadow

US takes on Japan's PR masters

By Nancy Dunne in Washington

The US and Japan today resume talks over trade in cars, with the high yen an uninvited guest at the negotiating table.

The US is pressing for commitments on increased purchases of car parts by Japanese car companies and greater space for imported cars in Japanese showrooms.

Mr Andrew Card, president of the American Automobile Manufacturers Association, believes the higher yen and lower dollar will encourage greater Japanese co-operation. "The trade imbalance reflects a structural problem that is a closed market," he said. "If Japan were to open the market and the openness could be measured, that would moderate the challenges in the exchange market."

Tokyo has been insisting that forcing its car industry to buy more American-made car parts or cars is "outside the scope and responsibility of government".

By Nancy Dunne in Washington

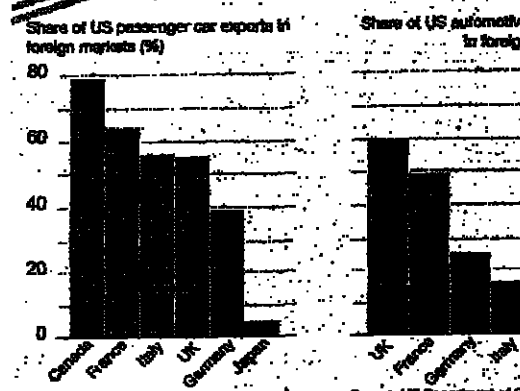
It's results-oriented. We have quantitative and qualitative measures. What we've done in these baskets and sectors is to intersect structural and sectoral concerns. When you look at reality, where they cross is where the problem occurs.

Mr Mickey Kantor, US Trade Representative, speaking at a House Ways and Means subcommittee on July 12, 1993.

That was one of numerous assertions by Clinton administration officials to try to explain their approach to trade negotiations with Japan. It was a strategy that in many ways succeeded, but in the end the US was forced to acknowledge utter defeat by Japan in the arena of public relations.

Distracted by the North American Free Trade Agreement, negotiations on the new World Trade Organisation and various trade disputes, the US was overwhelmed by the publicity machine of Japan's Ministry of International Trade and Industry.

The view from the US



national Trade and Industry. "In one of the great ironies of the late 20th century, Japan - which has rigged its economic systems for over 100 years - branded the US as wanting to manage trade," said Mr Jeffrey Garten, Commerce Department undersecretary for trade, last December. "From Seoul to Sydney, from London to Frankfurt, and even around the US, the image stuck. From a public relations standpoint we never recovered."

Since then the administration has been fighting back. The US Trade Representative's office, its manpower thinly stretched, has been engaged in a co-ordinated counter-attack with the US Commerce Department and the vehicle manufacturing industry. "It has become necessary to be aware of the power of a single story," a senior US official said. The effort is

to match Tokyo fact for fact. When the Japan Automobile Manufacturers Association (Jama) says its import market has grown to 8.1 per cent (failing to include sales of mini cars), the American Automobile Manufacturers Association produces figures showing import penetration at 4.6 per cent (including imports of Japanese transplants).

Packages with bold graphics and charts and readable "fact sheets" now appear at more frequent media briefings. Officials have been told to tone down jargon.

"We always separated policy and communications strategy," a senior US official said. "Now, before we proceed to develop a policy, we decide how we're going to explain it."

The US now has just three clear demands in car talks: it wants Japanese vehicle makers to let their distributors sell foreign cars; it wants Japanese companies to announce plans for more purchases of US-made parts for new cars. It wants deregulation of the replacement parts sector.

US officials have learned that if they do not meet the press after negotiating rounds, they leave Miti free to characterise issues. During the last car trade talks in Tokyo, they were accompanied for the first time by a press adviser, who ensured that a transcript of the press briefing was swiftly faxed to trade journalists.

"We have learned to stay on the message," said one press adviser. "The Japanese are masters at tying you up in the minutia. Then you start arguing about your interpretation of quantitative and qualitative indicators."

Japan's representatives in Washington have noticed the change. Mr Charles Powers, who has worked for the US Treasury, the Transportation Department and the tobacco industry, distributes press statements from Jama. The US side "seems to be communicating more," he said. But so is he. "You can do all kinds of PR in the world, it still boils down to the facts: there aren't any trade barriers to the sale of US autos in Japan," he said.

Tokyo officials say it with statistics

By Michio Nakamoto in Tokyo

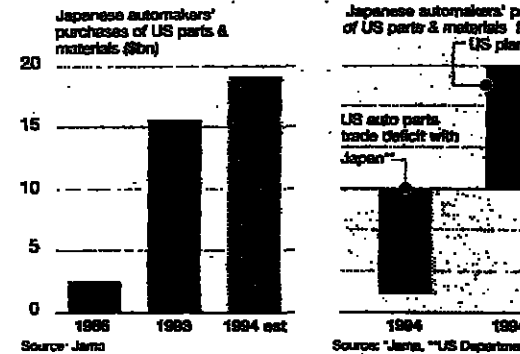
Faced with US criticism of Japan's closed markets, Tokyo bureaucrats and industry representatives have pooled their resources to compile reams of statistical data to counter US charges.

This is an easy task for the highly educated Japanese bureaucrats. Much of their work involves information gathering anyway, and their control over information is a source of their influence.

Armed with statistics supporting their views, Japanese officials have been able to win over politicians, many of whom have little expert knowledge of the issues they deal with, and shape public opinion through the media.

During the framework talks with the US, the Ministry of International Trade and Industry as well as industry organisations such as the Japan Automobile Manufacturers Association, could be relied upon to provide the public with information.

The view from Japan



Prior to this week's round of talks in Washington, Miti has distributed information, in English, which shows a 68 per cent increase in imports of US cars last year and a six-fold rise in purchases of US car parts by Japanese car makers between 1986 and 1993.

For its part, Jama has been active in the US, providing information on car and car parts industries and markets to counter US claims that the

Japanese market is closed. Jama is well placed to perform that role since it collects data on industry trends monthly.

But what makes the Japanese publicity machine so formidable is the united front that business and bureaucrats adopt on many trade issues.

The resources and energies of both private business and public officials are pooled and co-ordinated through monthly meetings with trade officials.

The effect of both the public and private sector taking the same stance sends a clear message to the Japanese public and foreign audiences and puts weight behind Japan's claims that US demands can be unreasonable. In addition, Japanese bureaucrats are skilled at using the media, said Mr Kazuo Ueda, economics professor at the University of Tokyo.

"The Ministry of International Trade and Industry and the Ministry of Finance are particularly aware of the influence of the mass media," and know how to use the media when they want to get a policy idea across, he said.

Mr Ueda says this is possible because the Japanese media is particularly influential in forming public opinion. Once the public accepts the policy set out by bureaucrats, the officials are then able to use public opinion as a justification for carrying out that policy. For example, if public opinion does not accept numerical targets, it gives bureaucrats grounds for rejecting such targets.

"There is a strong feeling that we must form public opinion," said an official at Miti. The public rejection of numerical targets and concerns expressed by the European Union and Asian countries, helped Japanese negotiators say "no" to US demands for targets, he notes.

Also, having public opinion on their side helps to convince Japanese politicians that certain demands are unacceptable. Many politicians are old-timers eager to please the US on any issue, but they cannot ignore public opinion. The Japanese strategy has been effective in drumming up criticism, not only in Japan but also overseas, of the US stance on numerical targets.

One reason for its success has been the use of publicly available data, such as customs statistics, to get a point across. "We don't want to spread propaganda but want the media to be properly informed of the objective facts to build a more constructive dialogue," a Jama official said.

WORLD TRADE NEWS DIGEST

Japan protests at EU fish ban

The Japanese government yesterday said it would make immediate efforts to lift the European Union's ban on Japanese fish. Officials could not hide their bewilderment over the abrupt embargo. "We are very surprised," Mr Kozo Igarashi, chief cabinet secretary, said. "The overall import ban includes (fish from) factories which were not inspected. Also, a prior notification has not been received from the EU, which is rare in such cases," he said.

Consultations have started at the Japanese embassy in Brussels, and representatives from the Health Ministry and Fisheries Agency will be sent to the EU to quickly resolve the problem, the Health and Welfare Ministry said. Japan's ambassador to the European Commission has protested to the EU on the decision, made without any expert investigation, the ministry said.

It said it had not yet received an official statement from the EU explaining the reasons for the ban. *Reuter, Tokyo*

Guinness to brew in China

British drinks giant Guinness is to brew its dark stout ale in China, which ranks second only to the US in beer drinking nations. Guinness, the world's eighth largest brewer, has signed a deal with the government-owned Putian Brewery Company to supply stout from the end of April from a brewery midway between Hong Kong and Shanghai.

Guinness stout has been imported into China via Hong Kong for 15 years, with most of it being consumed within the Guangdong province adjacent to Hong Kong in south-eastern China. The Putian brewery, built in 1992, can produce 500,000 hectolitres annually, and Guinness stout will be available in bottles and cans. Many international brewers have been expanding into China where the beer market is growing at 20 per cent a year. *Reuter, London*

\$30m Acer plant for Subic Bay

Acer, the Taiwanese personal computer manufacturer, yesterday announced it would invest \$30m to set up a plant in Subic Bay Freeport in the Philippines. More than 500 jobs would be created at the 15-hectare site, the company said. The Taiwanese company, the third largest computer maker in Asia, will initially manufacture the hard-drives and later produce CD-ROMs and other components before assembling the complete system in Subic, according to Dr Harvey Chang, general manager of Acer's desktop division. This would be the company's first investment outside Taiwan.

Mr Richard Gordon, chairman of the Subic Bay metropolitan authority, said the freeport had so far netted \$1.5m of pledged foreign investments, which is double the figure a year ago. So far 46 companies have paid deposits for factory sites in Subic, creating more than 15,000 jobs by the end of 1993. Federal Express, the US delivery company, recently chose Subic as its Asian hub and will launch its first flight on April 30. *Reuter, Manila*

Contracts and ventures

■ Aero Lloyd, the German charter airline, is to buy or lease 16 Airbus Industrie aircraft. The airline is buying two A320s and four A321s from Airbus. The aircraft will be delivered over five years. It is also leasing four A320s and six A321s from ILFC, the Los Angeles-based leasing company. Aero Lloyd has options to take four more aircraft from Airbus and two more from ILFC. *Michael Shapiro, Aerospace Correspondent*

■ Matsushita Electric Industrial has developed an optical pickup which is capable of reading both digital video discs and compact discs. Matsushita will start selling DVD-CD combined players by the end of 1993 using the technology, a spokesman said. DVDs, announced by two groups of companies earlier this year, are next-generation CDs capable of storing digital motion pictures and sound. DVDs are not currently compatible with CDs. *Reuter, Tokyo*

■ CHC Helicopter of St John's in Newfoundland, through its UK subsidiary Brintel, will supply Shell UK Exploration & Production with North Sea helicopter transport services worth £25m (\$200m). The long-term contracts cover mainly servicing of the east Shetland Basin rigs and also services for the central North Sea. *Robert Gibbons, Montreal*

■ Ericsson has signed a contract with the Philippine Long Distance Telephone Company (PLDT) for the supply and installation of fixed telephone lines in Metro Manila and Cebu. The contract, worth about \$K740m (\$100m), includes the supply and installation of both fibre optic and copper cable networks. Once completed, at the end of 1998, PLDT will be able to add about 175,000 subscribers to its network. *AFX, Stockholm*

■ US fast food giant McDonald's plans to open 600 restaurants in China in the next decade. It said it was reorganising its Hong Kong operations and would retain original joint venture partner Mr Daniel Ng Yat Chiu, who formed the relationship in 1975, as its new chairman in the territory after buying him out. Financial terms of the deal for Mr Ng's unspecified stake in the Hong Kong operations were not released. There are currently 83 McDonald's restaurants in the territory and more than 20 outlets in China. *AP, Hong Kong*

■ A Nissan Motor affiliate in Thailand has won an order for metal moulds from a unit of Honda Motor Company. Metal moulds from SNN Tools and Dies (SNN) will be used at the 49 per cent Honda-owned Honda Cars Thailand to stamp panels for a cheap new car designed for Asian markets. The model is expected to be launched by 1997. Nissan said SNN was also talking to Toyota of Japan about supplying moulds for a new model at Toyota's Thai unit. *Reuter, Tokyo*

■ Germany's Berliner Bank and the Bank for Foreign Trade of Vietnam (Vietcombank) have signed an agreement to grant Vietnamese importers DM50m (\$36m) of soft loans to buy goods from Germany. The state-owned Voice of Vietnam radio reported the deal was the third that Berliner Bank had signed with Vietnamese banks. *Reuter, Hanoi*

■ Coopers and Lybrand has become the first of the world's "Big Six" accounting firms to establish a joint venture in Vietnam. Coopers said it had signed an agreement with local firm, Auditing and Informatic Service Company, for a 50-50 venture called C&L-AISC. *Reuter, Hanoi*

■ India's Usha Martin Industries is seeking a new foreign partner to bid for a \$60m project to provide basic telephone services in the eastern West Bengal state, the Business Standard newspaper said. *Reuter, New Delhi*. See feature: Indian telecoms



If the rainforests are being destroyed at the rate of thousands of trees a minute, how can planting just a handful of seedlings make a difference?

Unless help is given, soil is exhausted very quickly by "slash and burn" farming methods.

New tracts of tropical forest would then have to be cleared every two or three years.

A WWF - World Wide Fund For Nature tree nursery addresses some of the problems facing people that can force them to chop down trees.

Where hunger or poverty is the underlying cause of deforestation, we can provide fruit trees.

The villagers of Mungana, Zaïre, for example, eat papaya and mangoes from WWF trees. And rather than having to sell timber to buy other food, they can now sell the surplus fruit their nursery produces.

Where trees are chopped down for firewood, WWF and the local people can protect them by planting fast-growing varieties to form a renewable fuel source.

This is particularly valuable in the Impenetrable Forest, Uganda, where indigenous hardwoods take two hundred years to mature. The *Markhamia lutea* trees planted by WWF and local villages can be harvested within five or six years of planting.

Where trees are chopped down to be used for construction, as in Panama and Pakistan, we supply other species that are fast-growing and easily replaced.

These tree nurseries are just part of the work we do with the people of the tropical forests.

WWF sponsors students from developing countries on an agroforestry course at UPAZ University in Costa Rica, where WWF provides technical advice on growing vegetable and grain crops.

This unnecessary destruction can be prevented by combining modern techniques with traditional practices so that the same plot of land can be used to produce crops over and over again.

In La Planada, Colombia, our experimental farm demonstrates how these techniques can be used to grow a family's food on a small four hectare plot. (Instead of clearing the usual ten hectares of forest.)

WWF fieldworkers are now involved in over 100 tropical forest projects in 45 countries around the world.

The idea behind all of this work is that the use of natural resources should be sustainable.

WWF is calling for the rate of deforestation in the tropics to be halved by 1995, and for there to be no net deforestation by the end of the century.

Write to the Membership Officer at the address below to find out how you can help us ensure that this generation does not continue to steal nature's capital from the next. It could be with a donation, or, appropriately enough, a legacy.



WWF World Wide Fund For Nature (formerly World Wildlife Fund)

International Secretariat, 1196 Gland, Switzerland.

FOR THE SAKE OF THE CHILDREN
WE GAVE THEM A NURSERY.

FOREIGN DIRECT INVESTMENT

Unctad seeks negotiations to curb incentives

By Frances Williams in Geneva

The United Nations Conference on Trade and Development today calls for international negotiations to curb incentives for foreign direct investment.

In a report, Unctad says competition for overseas investment has become much more intense than it was a decade ago.

The resulting plethora of incentives threatens to raise the cost of attracting foreign direct investment (FDI), to the detriment of poorer countries, and increase the risk of distorting investment flows.

Surveying FDI incentives programmes in more than 100 countries, Unctad says the overall number and range of inducements has increased considerably since the mid-1980s.

Incentives now tend to be more targeted for specific purposes, such as encouragement for high-technology activities, but while their impact may be greater so is their potential for creating damaging economic distortions.

Whether the benefits of incentives exceed their costs is still a matter for debate, Unctad says, noting that when governments compete to attract FDI "there will be a tendency to overbid".

This can lead to inequitable results if wealth is thereby transferred from citizens of poor countries to investors in rich ones.

International competition for FDI is strong despite the fact that incentives play a relatively small part in the location decisions of multinational firms, which are based primarily on such factors as access to markets and production costs. However, Unctad acknowledges that they can tip the balance in marginal cases.

The cost may nevertheless be extremely high, as the study shows in some recent examples involving motor manufacturers.

Alabama in the US offered incentives worth \$168,000 per worker to attract a Mercedes-Benz plant to Tuscaloosa in 1993. The British government is to

subsidise a Jaguar car plant in the Midlands to the tune of over \$100,000 per worker. And in return for building the new Swatchmobile in the depressed Lorraine region in France, Mercedes-Benz will receive the equivalent of \$57,000 per worker.

Drawing a parallel with agreement in the Uruguay Round of global trade talks to restrict trade-distorting subsidies, Unctad says multilateral negotiations could aim to cap the value of incentives and overall government spending on them, or to eliminate those incentives that appear to be the most inefficient.

Mr Karl Sauvant, who heads Unctad's research on trans-

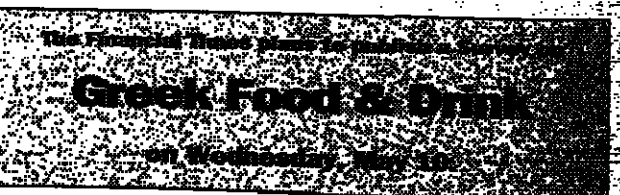
Plethora of inducements threatens to raise the cost of attracting foreign projects, to the detriment of poor countries

national corporations and investment, says talks on investment incentives could be dovetailed with planned negotiations on global investment rules. These are due to be launched this spring in the Organisation for Economic Co-operation and Development and may later be taken up in the World Trade Organisation.

However, the issue could be dealt with by extending the present WTO subsidies agreement to cover inducements that distort investment as well as trade, or it could form the subject of a free-standing accord, Mr Sauvant said.

More immediate measures suggested by Unctad include further analysis of the costs and benefits of incentives and improved transparency in their use.

"Incentives and foreign direct investment" (TD/B/ITNC/Misc.1). Available from Unctad, Palais des Nations, CH-1211 Geneva 10, fax +41 22 907 0194.



To obtain a synopsis and advertising details call

Alec Kitzroff in Greece

Tel: (1) 671 3815

Fax: (1) 647 93 72

or

Kirsty Saunders in London

Tel: (0171) 873 4823

Fax: (0171) 873 3934

FT Surveys

سكزا من الامم المتحدة

The credit crunch has prompted calls for greater concentration of the financial system

Argentine banks face merger pressure

By David Pilling
in Buenos Aires

Pressure is growing for a sweeping consolidation of Argentina's banking system, with many small and medium-sized banks closing today for the Easter bank holiday amid uncertainty over their future.

The central bank is being urged by larger banks and by opposition politicians to close the 20 or so regional institutions believed to have stopped paying back customer deposits. "We demand that the central

bank comply with its statutes by suspending any bank that is not fulfilling its obligations to customers," said Mr Rodolfo Terragno, a Radical party politician.

Mr Roque Fernández, central bank president, has said that any consolidation will be "gradual" and that banks in difficulty will be studied on a case-by-case basis. The government is reluctant to contemplate mass bank closures just when confidence appears gradually to be returning to the system and only one month

before presidential elections.

However, Mr Domingo Cavallo, economy minister, appeared to encourage the notion of a greatly reduced financial system when he said the credit crunch triggered by Mexico's financial crisis had "presented a unique opportunity to demand greater productivity and efficiency from the banking sector." He foresaw a "more concentrated" system, in which banks would have bigger branch networks and operate with lower spreads.

Many larger banks, reluctant

to prop up weaker banks, are stalling in negotiations over a proposed deposit guarantee scheme, which would require them to contribute a percentage of deposits to an insurance fund. Although enabling legislation for the scheme was passed by Congress last week, attempts to iron out details have so far failed.

Although many weak banks, hit by the credit crunch, have merged in recent months, Argentina still has more than 150 banks - too many for its deposit base of around \$40bn

(\$25bn). The top 50 Argentine banks hold more than 80 per cent of deposits.

This week, Mr Norberto Peruzzotti, executive director of Adeb, the association of big Argentine banks, stoked controversy by suggesting that only about 40 banks would survive the present crisis. Representatives of smaller institutions said such comments risked starting a fire that could end up engulfing the system.

More than \$7bn has been withdrawn from the banking sector since Mexico's devalua-

tion in December, although the haemorrhage has stopped since the signing last month of a financing package with the International Monetary Fund.

The government has raised \$225m in cash through the privatisation of the Futaleufú hydroelectric plant in Patagonia, 98 per cent of which has been sold to Aluar, an Argentine aluminium manufacturer. The sale represents a good start to this year's privatisation programme in which the government hopes to earn at least \$2.4bn.

Kansas hesitates to subscribe to Contract with America

Republican leaders did everything they could last week to make a splash over how much they have achieved since taking over Congress. In January, there were elephants from Ringling Brothers circus on the Capitol steps and hissing news from an Ohio zoo in the office of Speaker Newt Gingrich.

But, outside Washington, the ripples from the Republicans' ambitious "Contract with America" legislative agenda are few. In the green farmland of eastern Kansas, the home state of Mr Bob Dole, the Senate majority leader and presidential candidate, it is hard to find anyone who has paid attention to the 10 bills the Republicans promised to bring to a vote in the House of Representatives within 100 days of taking office. The deadline expires today.

"Not me," says Mr Ken Hornberger, an auctioneer in Perry, a small town of bungalows and trailer homes spread in the shadow of grain silos alongside the Santa Fe railway. "Isn't going to make any difference, anyway. Been that way for 400 years."

Mr Bill Miller, a farmer in nearby McLouth, is not quite so quick to dismiss the Republicans' efforts in Congress. But he is just as sceptical about the

George Graham, in Topeka, finds that voters are unsure whether to congratulate the Republicans on their first 100 days in charge

likelihood of any real change resulting from the Republican Contract - most of which has yet to pass the Senate or be signed into law by President Bill Clinton.

"I'm still waiting to see what the outcome is. You know these politicians - they can tell you one thing and turn around and do another," he says. These are harsh words for Congressman Sam Brownback, whose district covers much of eastern Kansas. Elected for the first time in November, he is one of the "freshmen" radicals who went to Washington with the goal of slashing the federal budget and shutting down government departments.

"There's been a lot of things passed - so many so that things kind of go by in a blur," he said this week as he toured his district, asking his constituents for advice on the tough task the Republican majority in Congress has set itself: coming up with a budget plan that eliminates the deficit by 2002 or sooner. "The first 100 days have been 'easy' compared to what's coming up."

Mr Brownback did not get much help from constituents at meetings this week in Osage City and Burlington when he asked for suggestions on where to cut the budget. Foreign aid, now less than 1 per cent of the federal budget, was a favourite target. Local bankers also wanted to cut the supervisory staff of the Federal Deposit Insurance Corporation, which guarantees bank deposits.

"I think we ought to cut the foreign aid budget. I just wish there was a lot more of it there to cut," said Mr Brownback, who believes, nevertheless, that it is important to make all of these smaller cuts - especially those that affect members of Congress directly, such as their generous pension plan. "That won't amount to a drop in the bucket on the federal deficit, but it will give us the moral authority to cut the rest," he added.

A handful of Mr Brownback's constituents disagree with his focus on balancing the budget. "A balanced budget is important but not the most important thing right now -

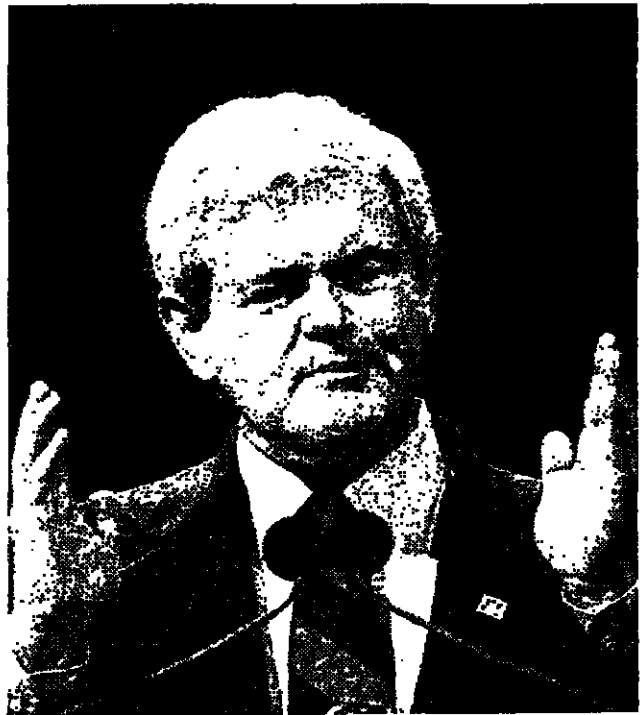
not important enough to change the constitution for," says Mr Tom Lutz, a retired railway worker and avowed Democrat in Topeka.

But most Kansans appear to take it for granted that a balanced budget is the right goal, and to be impatient for Congress to take that goal seriously. "If we ran our houses like they run the government, we'd be in one hell of a shape," says Mrs Isabelle Perrin of New Straawn, a cluster of houses and shops on the main road south from Topeka to Tulsa, Oklahoma.

And, in this agricultural region, many farmers are ready to give up their federal subsidies. "I'm a farmer and I think they should be cut. They've been living off farm welfare long enough," says Mr Miller of McLouth.

Many Kansans, however, are doubtful about the Republicans' wisdom in pushing for \$188m (\$18.1bn) in tax cuts before they have got the budget into balance. And Mr Gingrich's insistence on allowing families earning up to \$200,000 a year to benefit from the principal tax cut - a \$500 per child tax credit - draws some criticism.

"I think \$200,000 is way too high. I think anybody with over \$100,000 doesn't need a tax break," says a man who



Gingrich: Kansans are waiting to see what comes next

attended Mr Brownback's meeting in the Burlington Bakery and Eatery. Mr Bob Eisenbach, who attended a similar meeting in Osage City, describes the \$200,000 limit as "preposterous, ridiculous".

"Most retired people around here are between \$15,000 and \$30,000. If the limit is going to be above \$75,000, we ought to go to the office and file for welfare because we are on poverty too," he scoffs.

If few of Mr Brownback's constituents have any suggestions on where to make big

spending cuts, many are braced for a budget that will slash many familiar programmes, including the popular Medicare health insurance scheme for the elderly.

"Social Security's off the table, defence is off the table, interest is off the table. If you are only dealing from half the budget, it's going to mean major cuts. I think a lot of people feel like they want to cut, but we'll see how they feel when it's them getting cut," warns Mr Kent Smith, a farmer from Iola.

AMERICAN NEWS DIGEST

Consumer price index up 0.2%

US consumer prices rose less than expected last month, indicating that upward pressure on inflation remains fairly modest, the Labour Department reported yesterday. The consumer price index rose 0.3 per cent and by 2.9 per cent in the year to March. Excluding the volatile components food and energy, the "core" index rose 0.3 per cent, in line with expectations.

The data followed the release earlier this week of figures showing producer prices were unchanged last month and up less than 2 per cent in the year to March. Many economists regard the inflation data as further evidence that economic growth is slowing to a sustainable pace in response to a 3 percentage point increase in short-term interest rates in the year to February. In the absence of a strong rebound in consumer spending, many analysts expect the Federal Reserve to keep monetary policy on hold for several months, despite the dollar's weakness.

The latest statistics, however, are less encouraging than the headline figures suggest, as they confirm inflation has drifted higher since last year. The overall index rose at an annualised rate of 3.2 per cent in the three months to March, compared with 2.9 per cent on a year-on-year basis. After stripping out food and energy, the core index rose at an annualised rate of 4.1 per cent over three months against 3.0 per cent on the yearly comparison. *Michael Prouse, Washington*

Bonus for Venezuelan workers

Venezuela's government has decided that private sector companies must pay most of their workers a bonus of almost \$3 (\$1.80) for each day worked in an effort to promote new spending and boost economic growth. The country is in its third year of recession.

The payment will cover workers earning up to \$882 a month. Government officials also promised to review wage scales for public sector employees. Ironically, the wage increase - called a subsidy by the government - is meant to be part of a new anti-inflation pact being worked on by President Rafael Caldera's economic ministers.

The pact is expected to include cuts in government spending, a temporary freeze on wage and price increases, a renewed commitment to reforming the onerous system of workers' severance benefits, and new government debt instruments designed to absorb excessive liquidity in the financial system. *Joseph Mann, Caracas*

Bolivia strikers fight police

Hundreds of striking teachers and miners, some setting off dynamite and throwing rocks, fought police in La Paz, the Bolivian capital, yesterday, continuing protests that have left at least 30 people injured since Tuesday. The public sector teachers and government-employed miners have been on strike for a month demanding higher wages and protesting at educational and economic reforms. Government and union leaders, brought together by the Roman Catholic Church, entered negotiations yesterday. *AP, La Paz*

Mexicans pay more for tortillas

The price of tortillas, a main staple of the Mexican diet, went up 26.6 per cent this week, the first increase in four years. The Commerce Ministry authorised the increase in the heavily subsidised foodstuff. A kilo of tortillas will now cost 85 centavos, compared with 75 centavos previously. Some 2m poor Mexicans receive a kilo of tortillas each day at no cost. *AP, Mexico City*

The world's biggest port in Holland? That's about as likely as a Dutch AAA-bank specialising in trade finance.



...the world's biggest port in Holland? That's about as likely as a Dutch AAA-bank specialising in trade finance. In which we have a century of experience. That's why we have offices in the major ports and food & agribusiness centres across the world. If you'd like to know more about how we could help you in your business, call (31) 30909111.

Rabobank. The strongest Dutch bank in the world.



NEWS: UK

Small fall in jobless hints at slow recovery

By Robert Chota,
Economics Correspondent

Fewer unemployed people in the UK left the dole queue in March than in any month for more than two years, official figures showed yesterday.

As a result, the number of people without a job and claiming benefit registered its smallest fall for eight months, according to the Department of Employment.

The seasonally adjusted drop of 20,500 took the jobless total to a near four-year low of 2.346m.

The small decline suggests the recovery in the labour market and the economy has slowed significantly since late last year.

Unemployment has fallen only half as quickly during the first three months of this year as it did in the final quarter of 1994. But the employment department insisted the trend in the jobless total, which has fallen for 19 successive months, was stable.

The proportion of the workforce without a job and claiming benefit stands at 8.1 per cent, the lowest since July 1991.

But the number leaving the dole queue in the month fell to

Unemployment: Falling but fewer leaving dole



327,700, the lowest since the jobless total peaked at the end of 1992. The number leaving the dole queue each month has dropped sharply this year, while the number joining it has been stable.

Further signs of a slowing recovery emerged from figures which showed that fewer new job vacancies were notified to Jobcentres in March than in the previous month and that fewer existing vacancies were filled.

The number of hours of overtime worked in manufacturing also dropped, in February, to its lowest since August last

year. A net 6,000 new factory jobs were created in the month, the smallest number since October.

But manufacturing is still performing relatively well, buoyed by export demand. Separate figures showed average earnings are rising more than twice as quickly for factory workers as for workers in services. Factory labour costs are rising at their quickest rate since 1991.

Earnings have grown at an average rate of 3.5 per cent throughout the economy over the past year, barely matching the rise in prices.

Government seeks to break deadlock

Further troop withdrawals as pressure on Sinn Féin increases

By John Kampfer in London and John Murray Brown in Belfast

The announcement that a further 400 troops are leaving Ulster will increase pressure on Sinn Féin to meet government conditions for giving up its arms.

The news comes shortly before the traditional weekend events marking the anniversary of the 1916 Easter rising. It appears designed to show that the government will not delay plans for talks with other parties while waiting for Sinn Féin to satisfy its conditions.

Grassroots unionist sentiment is still divided. Leaders of the Ulster Unionist party held informal talks with the mainly Catholic SDLP to discuss progress on the peace process, the first such meeting since 1992.

At the same time, Mr John Bruton, the Irish prime minister, began a two-day visit north of the border where he was meeting Sir Patrick Mayhew, Northern Ireland secretary.

Sir Patrick was last night expected to use a speech at a CBI dinner in Belfast, which he was attending with Mr Bruton, to signal plans to invite the main constitutional parties for talks after Easter.

The withdrawal reduces the number of British troops in the province to 17,500 compared with close to 30,000 at the height of the troubles in 1992.

The soldiers of 40th Regiment Royal Artillery, who are halfway through a six-month tour of duty in the province, will be returned to their base in Germany over the next two weeks. But Sir Patrick made clear they will remain on

standby to be recalled if necessary. An earlier contingent of 400 troops left last month.

Sir Patrick said the decision "represents a further welcome step towards normality in Northern Ireland".

With the IRA ceasefire in its eighth month, the government has been at pains to show that it is leading from the front in providing a "peace dividend" and is not being pushed into security concessions by Sinn Féin.

That is not how the more radical unionists see it. Mr Peter Robinson of the Democratic Unionists described the latest troop withdrawal as "unilateral decommissioning" by the army.

In a further gesture, several permanent vehicle road blocks outside police stations and army installations were being removed yesterday.

Sir Patrick is hoping that these steps, coupled with the Dublin government's release of another seven republican prisoners this week, will force Sinn Féin to break the deadlock in its exploratory talks with the Northern Ireland office.

Both sides had prepared for the talks to be upgraded to ministerial level before Easter.

However, little progress has been made on the sticking point - Sinn Féin's linking of the surrender of its weapons with what it calls demilitarisation.

The British refuse to equate the army and police's legally-held arms with those of the outlawed paramilitaries.

The tough British stand was endorsed by President Bill Clinton during talks with Mr John Major, as both leaders drew a line under their row



Troops board an aircraft at the Royal Air Force base in Aldergrove

over the White House welcome for Mr Gerry Adams, Sinn Féin president.

With so much movement, the British feel cautiously optimistic that Sinn Féin might now yield enough on decommissioning to push the process ahead.

Yet ministers are wary of giving the impression of wanting to isolate Sinn Féin.

In a speech in Paris on Thursday night, Sir Patrick said: "So far no guns, no explosives, no detonators have been decommissioned. For my part I am realistically hopeful that this peace will stick, but I am also enough of a realist to recognise that at this stage it is not certain."

Sinn Féin's share of the vote

in Northern Ireland, at around 11 per cent, "is sufficient to qualify them to participate in substantive political talks," Sir Patrick said, provided they met the terms.

All sides were hoping that the series of rallies over the weekend will pass off peacefully in contrast to past years.

On Sunday, Mr Adams is due to address the traditional Easter rally outside Dublin's general post office where the bloody rising against British rule took place in 1916.

Mr Martin McGuinness, head of Sinn Féin's negotiating team, will speak at a rally in the Falls Road in Belfast, while Mr Pat Doherty, a member of the party's national executive,

will lead a march in Londonderry. In what is the informal start of the Unionist summer marching season, which peaks for the Orange Order on the July 12 celebrations, the apprentices boys of Derry are due to hold a march in south Belfast on Monday.

A possible flashpoint is the largely nationalist Armagh Road where five Catholics were gunned down in a loyalist raid at a bookmakers in 1992.

Nationalists are viewing the march as a test of the commitment of the Unionists to reconciliation. Local residents have lobbied the RUC and the Orange Order, and took their case unsuccessfully to court, to have the march re-routed.

Peers delay disability bill

By James Blitz

The government's Disability Bill - one of the most fiercely contested pieces of legislation in the current session of parliament - has received a serious setback, with signs that it will not complete its passage through parliament by the summer recess.

As the government draws up its legislative strategy for the remainder of this session, it has emerged that debate on the bill, which forces employers not to discriminate against disabled persons, will only be concluded in the House of Lords in the parliamentary "spillover" period in October.

The decision to delay completion of the bill, taken by government whips earlier this month, amounts to a serious

tactical reverse for Mr Peter Lilley, the social security secretary, who is sponsoring the reform.

The delay will provide more time for peers and voluntary groups to rally support against key sections of the legislation to which they are opposed.

It could also expose the legislation to any difficulties created by the introduction from today of the new incapacity benefit system, under which thousands of people who have received disability subsidies will no longer do so.

Senior Labour politicians have privately admitted in recent weeks that they believe Tory peers could force the government into two key concessions.

Labour is calling for the bill to set up a powerful disability

rights commission to ensure compliance with legislation in a manner similar to the commissions for race relations and equal opportunities.

Opposition peers also want to convince employers' groups of the need to bring small companies into the remit of the bill, obliging them to spend more money on facilities for the disabled.

The decision to defer the third and final reading of the bill to October was forced on the government after complaints by Labour peers that too much social security legislation was scheduled for debate in the Lords in the first six months of this year.

The Lords must also consider bills to introduce a Job-seeker's Allowance and reform the Child Support Agency.

Britain's opposition parties intensify war of words

By John Kampfer,
Westminster Correspondent

Labour and the Liberal Democrats launched broadsides at each other yesterday as both parties vied for the votes of disgruntled Conservative voters in next month's local government elections in England and Wales.

Launching his party's cam-

paign, Mr Paddy Ashdown, the Liberal Democrat leader, declared the election would be a referendum on education.

He said: "In the same way that people said 'no' to the poll tax in 1991, we are asking them to say 'no' to education cuts on May 4 1995. Education cuts now will be seen as an act of vandalism by future generations. That is why these elections

will be a referendum on Britain's future." With the Conservatives forecast to lose at least 1,000 of the 4,000 seats they are defending, possibly trailing the other parties in third place, Mr Ashdown predicted that the Liberal Democrats would take, or share, power on 40 per cent of councils.

"One of the things you will see after this is a withering of the depth and effectiveness of the Tory machine," Mr Ashdown said.

Labour released a document that paints an entirely different picture. Liberal Democrat election strategists concede in a confidential memorandum that Labour was benefiting most from the drastic slide in Conservative fortunes.

The document, leaked by Mr Frank Dobson, Labour's environment secretary, says: "Labour are currently the 'natural' home of dissident Conservatives". It adds: "Even where Labour is not running an active campaign... electors are attracted to vote for them. The 'Blair effect' does not rely on a strong local campaign to be effective."

WE CARE MORE ABOUT THE ENVIRONMENT THAN SALES CHARTS. AFTER ALL, WITHOUT A CLEAN, HEALTHY WORLD, THERE'S NO FUTURE FOR OUR BUSINESS. WHICH IS WHY

OUR SUPERVISORS



TO RECEIVE A FREE BOOKLET OUTLINING CANON'S CARING, SHARING PHILOSOPHY, CONTACT:
CANON EUROPA N.V., P.O. BOX 2262, 1180 EG AMSTERVEEN, THE NETHERLANDS.

A PLEASURE TO WORK WITH

THE PRODUCTS WE PRODUCE TODAY FAR EXCEED OFFICIAL ENVIRONMENTAL STANDARDS. IT'S A SELFISH ATTITUDE WE'D LIKE TO SEE OTHER COMPANIES COPY. BY JOINING US IN PROVIDING CLEANER MANUFACTURING PROCESSES. FOLLOWING OUR ACTIVE INVOLVEMENT IN RECYCLING. AND MATCHING OUR DEVELOPMENT OF NEW TECHNOLOGIES THAT ARE ECOLOGY-RELATED, SUCH AS SOLAR POWER. LET'S COMPETE FOR A CLEANER ENVIRONMENT. IT'S TOO LATE TO SAVE WHAT'S LOST. BUT WE CAN STILL PROTECT WHAT'S LEFT.

SO, TOGETHER, LET'S CARE.

150 من الاموال

UK NEWS DIGEST

Eurostar train snag leads to six hour delay

There was further gloom for the channel tunnel yesterday when hundreds of passengers were stranded on a morning train from Paris, reaching London six hours late.

But it was not the fault of the tunnel or of Eurotunnel, its Franco-British owner. The 07.13 from Paris was more than a mile out of a tunnel in Kent when its pantograph - the overhead power arm - became entangled with the overhead power cable, bringing the train and its 247 passengers to an abrupt halt.

The train was transferring from the overhead power cables to the electrified third line used in southern England when the mishap occurred.

Eurostar, the train operating company owned jointly by the British, French and Belgian governments, suspended the train service for three hours, bringing two other £24m Eurostar trains to a halt. About 675 passengers were stranded on a London-Paris train at Ashford in Kent while a Paris-London train was stopped near Calais.

The tunnel shuttle service for cars and lorries was unaffected. Although train services resumed at 11am the unlucky passengers to the entangled train had to proceed to London by coach, arriving at 3pm.

"We are not sure what happened," said Eurostar. "It could be something as daft as a swan flying into the overhead wire." But it could have been worse: the train was only one-third full.

Andrew Adams

National stadium plans to attract bids

The Sports Council, the agency responsible for promoting sporting activity in the UK, yesterday invited bids for lottery funds to build a new national stadium.

Proposals to build an arena in England capable of seating up to 100,000 spectators is expected to attract bids from rival consortia in London, Manchester, Birmingham, Sheffield and Bradford.

The council said it would use National Lottery funds to underwrite 35 per cent of the construction costs, estimated at about £200m.

Potential bidders have been told to submit detailed plans by June 30 setting out their operating strategy, likely funding arrangements, management structure and planning criteria.

Although a new multi-purpose stadium is thought to be the favoured option, existing sites such as Wembley could win a portion of the funds. Wembley, which earlier this week disclosed a £120m refinancing, said it was considering a funding application.

A National Stadium Steering Group - comprising the chairman and chief executives of sporting organisations including the Rugby Football League, British Athletics Federation and Football Association - is expected to announce a decision at the end of September. Tim Burt

Liverpool's south docklands win development permission

The government yesterday gave the final go-ahead for development of the last large remaining tract of derelict land in Liverpool's disused south docklands.

A £20m, 200,000 sq ft retail park employing 600 people is to be built on the filled-in Hercules Dock on the Mersey waterfront - disused since it was a car park for the 1984 International Garden Festival.

Merseyside Development Corporation, a government agency, which owns the land and is the planning authority, gave consent for the project in January, but Mr John Gummer, the environment secretary, had to decide whether to order a public inquiry because it exceeds the 100,000 sq ft ceiling the government uses to ration large-scale retail schemes. Ian Hamilton Fozzy

Animal welfare lobby may disregard court's opinion of port protests, writes James Harding

Live exports promise summer of discontent

The High Court yesterday advised animal welfare campaigners to pack up their protest against live exports to Europe and go home.

"It is impossible for the various port authorities to submit to unlawful protest even if they wished to do so," said Lord Justice Simon Brown, adding that "it may be doubted whether there remains any logic in protesting at the ports."

But the pointlessness, in the court's opinion, of protesting against live exports is unlikely to deter the animal welfare lobby. The High Court's insistence that harbours and ports must remain open to the livestock trade is likely to inflame the movement.

Protesters are warning of a summer of widespread demonstrations, aimed not only at harbours and airports, but at hauliers, the ministry of agriculture, and the European Council of farm ministers, to whom the burden now falls to resolve a problem that has caused public outcry on an unexpected scale and affected the British livestock industry.

Since Dover, the principal point of exit for British livestock, decided to refuse live animal exports on December 1 last year, the National Farmers' Union believes calf exports, which usually generate an annual £95m (£152m) income, have fallen by 50 per cent. Lamb exports, normally producing £80m each year, have fallen by 70 per cent.

A chief reason for reopening the ports - and one to which the court said harbour authorities

had paid scant attention - was the damage to farmers' livelihoods. A large number of the country's 20,000 dairy farmers and 60,000 sheep and beef farmers could go out of business unless the ports were speedily reopened, the court said.

The ports will reopen, but the problem will not go away. "Until there is a ban on this trade, we will be stepping up our campaign and will encourage mass demonstrations wherever livestock exports occur," vowed Mr Mark Glover of Respect for Animals, the Nottingham-based campaign group, yesterday. It was "clearly incumbent on the government" to take action.

Mr William Waldegrave, minister of agriculture, has said repeatedly that the British government will not act alone on live exports, but must secure a Europe-wide deal on the trade.

Mr Peter Stevenson, political director of Compassion in World Farming, the respected campaign organization that gave evidence to the High Court, believes Mr Waldegrave would be acting within European Community law if he banned live exports.

In a letter to Mr Waldegrave, Mr Stevenson argues that Britain would be within its rights under Article 36 of the Treaty of Rome, which permits an opt-out of trade agreements in the interests of a nation's public morality. Further, the terms of the directive on calves and live animal exports are incomplete, he argues.

But unilateral action is



Victorious haulier: Peter Gilder with reporters at London's High Court after his successful action against Dover Harbour Board

unlikely, and Sir David Naisb, president of the National Farmers' Union, argues that it is unnecessary.

He believes an agreement by EU farm ministers ensuring adequate conditions for animals transported across the continent could be in place by June.

Although the farm council at successive meetings since February has been unable to reach an agreement on maximum

journey times and reasonable rest periods for animals in transit, Sir David, newly-elected president of Copa, the European farmers' organization, believes a deal is within reach.

Mr Peter Gilder, the victorious haulier with an annual turnover of £5.5m for whom yesterday's judgment ensures a return to trade through Dover port, said only that "the judgment was brilliant".

Despite recent concern from retailers, notably Tesco, that public outcry against live exports could soon be reflected in consumer demand for meat, particularly veal, Mr Gilder did not believe hauliers need take the initiative to restore public confidence in the livestock industry. "We have full backing from the Ministry of Agriculture for what we do," he said.

P&O Ferries, the UK's lead-

ing ferry operator and the company that first refused to handle shipments of live animals for slaughter last summer, said yesterday it was waiting for an acceptable new directive from Brussels.

Regardless of the court's view of live exports as lawful trade, P&O said yesterday: "Until legislation is brought in at the European level that satisfies various welfare groups, we will not take this traffic".

Labour attacks rail sale

By John Kampfner

Britain's Labour party stepped up its campaign against rail privatisation yesterday by claiming that several large infrastructure schemes had been postponed or cancelled at a cost of millions of pounds.

A Labour document, *Obstruction on the Line*, listed a series of examples of what it called "the true cost of the government's bankrupt rail policy".

The release of the document coincided with a report which suggested that the total investment on railways was lower in Britain than in 10 other European countries.

The figures, which were published in the April issue of

International Railway Journal, put UK investment this year at fully £47,156 per kilometre of track.

Top of the list was the Netherlands, which was spending £413,348 per kilometre. Only the privatised US railway system spent less, the report said.

Ms Glenda Jackson, a Labour transport spokeswoman, said of her party's report: "Anyone considering investing in a privatised railway should compare the soothing assurances of ministers with the harsh realities of empty order books, ageing rolling stock and crumbling infrastructure."

Among 10 examples cited by Labour are:

- the £750m West Coast line modernisation proposed in 1990 which has led to cost overruns of £250m;

- the scrapping of new rolling stock for two lines in Yorkshire which were electrified at a cost of £20m, leading to 30-year-old trains having to run on them;

- the £558m electrification of a line north of London. Shortages in rolling stock forced it to remove the electric units from the line and replace them with diesel units.

Labour also gave eight examples of maintenance and manufacturing plants that had closed or suffered job losses as a result of what it called "the effective block on new investment initiatives".

New benefit's many losers

By Andrew Adonis, Public Policy Editor

Incapacity benefit, introduced today, could inflame protests to match the Child Support Agency, to judge by the number of likely losers - which could run into hundreds of thousands.

However, as a reform of the social security system, it is only one in a line of changes planned to curb the growth in welfare spending and erode what Conservative ministers portray as an unhealthy "dependency culture".

It comes in the week that ministers won a landmark judgment sustaining rules introduced in August to curb "benefit tourism" by people

from the EU claiming social security payments in the UK.

The "benefit tourism" rules encapsulate the imperatives which have underpinned the three-year reign of Mr Peter Lilley at the Social Security Department.

Mr Lilley, a leading Tory right-wing Eurosceptic, has made great political capital out of his campaign against "foreign scroungers" abusing the UK's welfare state. He brought the 1993 Tory party conference to its feet with a pledge to stop "Cook's Tours becoming crooks' tours".

Legislation is before parliament to push through other reforms at least as radical as incapacity benefit. These include measures to:

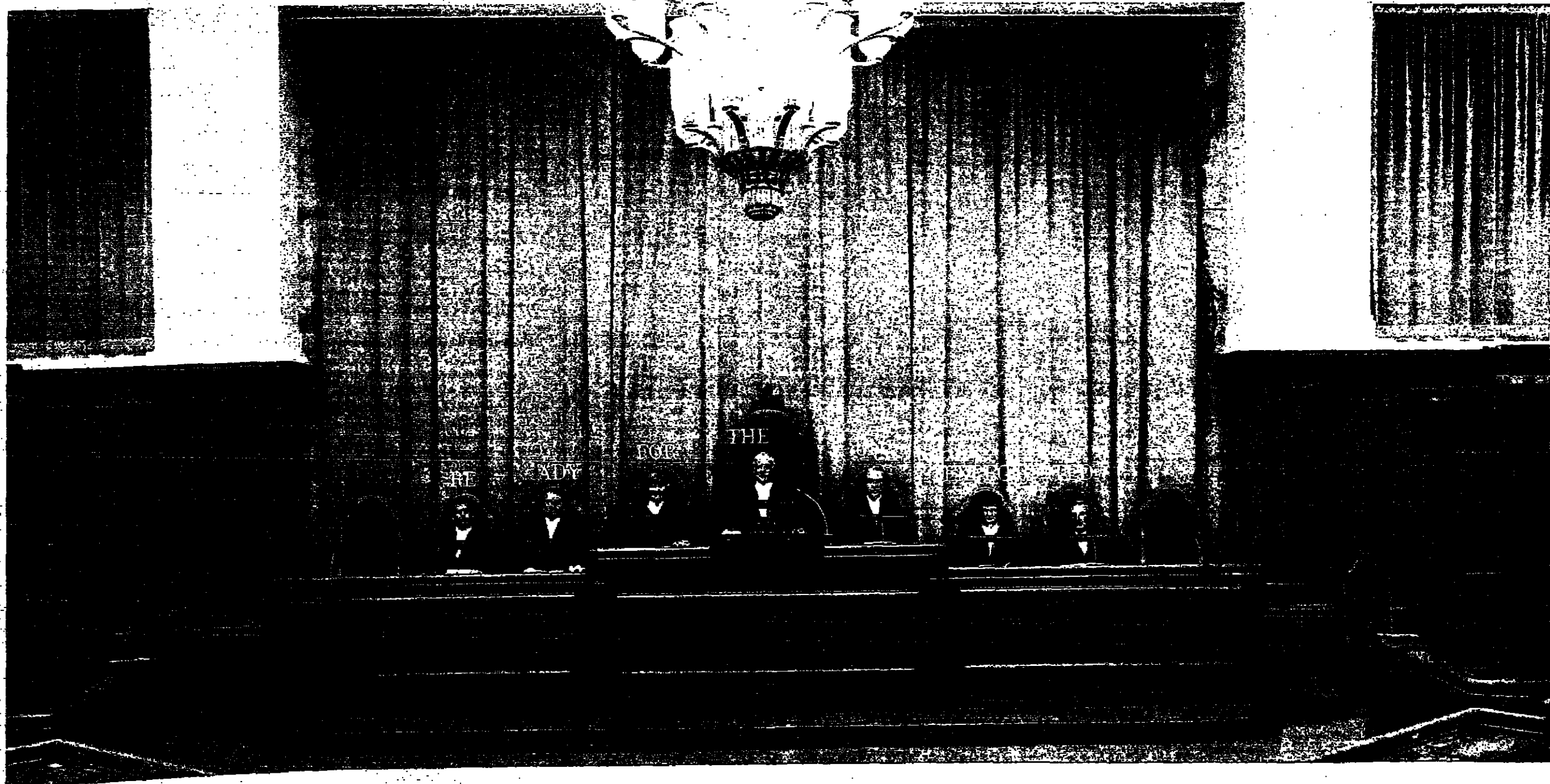
- Raise the pensionable age of women from 60 to 65 in the second decade of the next century.

- Change the calculation of entitlements under the state earnings related pension scheme, to restrain spending from the end of this decade.

- Halve the entitlement to unemployment benefit from 12 months to six from April, saving a net £270m by 1997-98.

- Restrict housing benefit - set to cost £10bn this year - by curbing the subsidy of rents above the average.

The objective is not to cut the social security budget, but to curb its growth. At £83bn this year, social security is by far the biggest spending department.



Once upon a time, a company had a clear-cut purpose and a simple set of responsibilities: produce, prosper, pay taxes. Over the years, however,

corporate life has been getting tougher. A growing number of interests have to be reconciled. How can you satisfy consumers, shareholders, employees, the

environment, the community and the state all at the same time? With the threats of liability law suits multiplying, traditional insurance thinking is

not the answer. Instead, reliable methods of risk analysis and risk engineering must be systematically applied. A leading global insurer is more

likely to have the professionalism and strength to provide them to the same high standard worldwide. And the experience to show you results.


ZURICH
INSURANCE GROUP

TECHNOLOGY

Paul Taylor reports on two trials using competing designs for Britain's superhighway

Let the battle begin

Worth Watching · Vanessa Houlder



Strong appeal for micropump

German scientists have developed a minute, reversible pump, which allows through just 50 nanolitres of liquid, equivalent to one-thousandth of a drop of water.

The micropump, which was designed by researchers at the Fraunhofer Institute for Solid State Technology in Munich, could have significant medical applications, ranging from the controlled delivery of tiny amounts of medication to the manufacture of very small amounts of chemicals. It could also assist in the development of an artificial pancreas implant.

The pump, which consists of four silicon chips superimposed on one another, measures seven by seven millimetres.

Fraunhofer Institute for Solid State Technology, Germany, tel 089 4733330; fax 089 4733100.

Closing in on Alzheimer's

Italian scientists may have come a step closer to understanding Alzheimer's disease, according to a report in today's *Nature*. Researchers at the Institute

of General Pathology at the University of Verona have worked out how neurons may be damaged by the insoluble deposits of amyloid proteins that develop in the brains of Alzheimer's patients.

They suggest that the proteins react with the immune system cells called microglia in the presence of certain immune system hormones which are highly toxic to neurons.

Institute of General Pathology, Italy, tel 45 809 8121; fax 45 309 8127.

Scotland lands on digital map

The archives of hand-drawn ground plans used by land registers in Scotland for more than 300 years are being replaced by a digital mapping system, in an attempt to improve accuracy and efficiency and to cut costs.

The digital mapping system, which has been installed by Syntegra, BT's systems integration business, will be used to draw, store and print boundaries as an overlay on existing digital Ordnance Survey maps. The system has initially been installed in Fife but will be extended to all Scottish counties by 2003.

Registers of Scotland, UK, tel 0131 639 6111; fax, 0131 479 3638.

Alternative to chlorination

In many countries, water engineers are exploring new ways of disinfecting water as a result of concern about the slight health risks associated with routine chlorination. An electrolytic water

sterilisation process developed in Russia is being promoted as a safe and effective alternative, by Worldwide Water Technologies, a UK-based company.

The system consists of an electrolytic cell containing salt dissolved in water. When electricity is passed through it, it produces a combination of sterilising chemicals, including chlorine dioxide, ozone and hydrogen peroxide.

The cells, which last for five years, produce up to 60 litres of solution per hour, which is capable of treating up to 60,000 litres per hour of contaminated water.

Worldwide Water Technologies, UK, tel 011923 777652; fax 011923 896065.

Four-wheel drive wheelchair

Wheelchair users who miss their country pursuits should benefit from a small off-road vehicle which can tackle almost any terrain, writes James Saxon. Scot Track, a small Scottish engineering company which makes eight-wheel drive off-road vehicles for users such as BT and English Nature, has developed a smaller model which it calls a four-wheel drive wheelchair.

The petrol-engined Venture is controlled by a joystick and has an extendable platform enabling the user to shoot or fish from it. Its low ground pressure, due to its light sheet metal construction and broad tyres, gives it mobility over moorland and bog. The Venture is made to customer's specifications and costs about £10,000.

Scot Track, UK, tel 01667 455332; fax 01667 455670.

Later this year two consumer interactive television trials will get under way in Britain signalling the start of a battle between cable television network operators and telephone companies to decide who builds the "electronic superhighway" of the future.

The first trial involves Cambridge Cable and Online Media, part of the Acorn Computer group now owned by Olivetti. BT is running the second trial. They will pit competing technologies against each other in a bid to build interactive systems that will allow people to send as well as receive data via an asymmetric link - enabling large volumes of data to be transmitted to the customer who can send smaller amounts of data, such as instructions to a bank, back.

In addition, the trials should also provide a valuable insight into what interactive services consumers want delivered into their homes. In both trials people will be able to choose from a range of interactive services including video-on-demand, news services, educational programmes, home shopping and banking, and games.

The Cambridge interactive TV trial, which involves 250 subscribers, will test a system built around laying optical fibre to the kerb and then using standard coaxial cable - the type of wire used for television serials - for the last few metres into the home.

The trial also makes use of a high-speed digital technology called asynchronous transfer mode.

In contrast the BT trial, involving 2,500 people in Colchester and Ipswich, will



mainly involve delivering interactive services over the existing "twisted" copper pair telephone lines in the "local loop" - the part of the telephone network which connects the local telephone exchange to individual subscribers' homes.

This is being achieved using asymmetric digital subscriber loop (ADSL) technology developed to enable telephone companies to provide high-bandwidth interactive services such as video-on-demand over the lines.

The different approaches reflect the "legacy" networks being operated by the cable TV and telephone operators, and the need to move towards broadband capable of delivering a wide range of multimedia services.

For most cable television network operators, the primary

choice is between the fibre-to-the-home or the fibre-to-neighbourhood system. This rival approach, adopted by most cable companies in the US and some American telephone companies, enables network operators to run fibre links to a local distribution point. From there coaxial cable extends to between 150 and 500 customers.

There is probably no one universal "right choice". The choice of network design will depend on a number of factors including the status of any existing network, the services strategy of the network operator, the cost of installing a new distribution system and the performance level required.

In the Cambridge trial one deciding factor has been the desire to use Online Media's ATM-based set-top television boxes from the outset.

ATM is a fast "packet-switched" technology which allows mixed data of many different kinds - voice, images or full motion video - to be sent on request across a fibre optic cable in "packets", or bundles, each of which has a fixed length.

The use of these data packets makes an ATM very efficient and flexible - lots of packets are sent for text or sound. The small size of the packets makes them easy to switch at very high speed.

Most independent industry observers predict ATM will emerge as the main carrier technology for broadband services.

ATM enables the Cambridge trial to provide a two-way digital link capable of transporting compressed video and other data at a minimum rate of 2 megabytes per second - the minimum required to provide domestic VHS-quality video.

Gary Whiting, project manager for the Cambridge trial, says they are now experimenting with data rates of 8Mbps and eventually expect to reach the 25Mbps rate.

But reaching a minimum data rate of 2Mbps is critical for any interactive network. Until the arrival of asymmetric digital subscriber loop technology, it was this factor which appeared to give the cable networks an important edge over the telephone companies.

However, a BT technical trial established that ADSL technology was "robust" and had a wider than expected range of about 6km and could be used effectively on 92 per cent of BT's network.

Overall BT concluded that ADSL was a "viable technical solution to the problem of delivering high-bandwidth asymmetrical services".

As a result BT is pressing ahead with the Colchester and Ipswich trials which involve 2,000 subscribers using an ADSL network over standard copper lines and a further 500 supplied with services over an end-to-end fibre-link.

Gary Whiting and other advocates of the fibre/ATM approach remain sceptical about ADSL's capabilities and the high cost per house of the modem-like connectors needed at each end of an ADSL line.

However, if consumer ADSL trials in Britain and the US prove successful the technology could provide the telephone companies with an important "stepping stone" ahead of deploying a full fibre network.

Ray Smith, Bell Atlantic's chief executive, has conceded that ADSL is a "transition" technology.

He told *Wired* magazine recently that it was useful for market entry but that when enough people in a neighbourhood signed up for interactive services "then you bring fibre to them".

The key issue is cost and the likely returns on investment. BT has estimated that it would cost £15m to take fibre to the majority of UK population, rising to £20m to reach the most remote parts of the country.

Before they spend that kind of money the telephone companies want a better picture of the likely demand for interactive services - and that is what the upcoming consumer trials should help give.

An old restaurant in central Madrid. From tapas to high cuisine. From Cantabrian regional dishes to Mediterranean fayre. Spanish food and drink is enough to excite the palate of even the most seasoned international gourmet.



A dash of

A sprinkling of good humour.

And a generous helping of hospitality.

(The basic ingredients of any Spanish meal).

And once you're sitting comfortably, the fun really begins. The wine list in any Spanish restaurant produces an immediate glow of expectation. Quality and diversity amongst reds and whites reflects the national cuisine's growing reputation for gastronomic versatility. World famous Riojas rub shoulders with less celebrated but just as palatable sparkling Cava. And for sherry lovers, the wines of Jerez need no introductions. Suffice to say, when you raise a glass in Spain, the hospitality flows like wine.



Hitachi's two into one

Hitachi Digital Systems has unveiled a new series of mainframes using combined chip technology. The Skyline series is faster than its predecessors and uses 70 per cent less power.

Most mainframe computer manufacturers have moved away from traditional bipolar devices to low-power and low-cost complementary metal oxide semiconductors (CMOS), similar to those used in personal computers.

The Japanese group claims a "breakthrough" for its semiconductor technology which combines the advantages of bipolar emitter-coupled logic and CMOS designs on a single

large-scale integration chip.

According to Hitachi, the new machines operate at twice the speed of current mainframe products while occupying less than half the floor space. The design of the chips also means customers will be able to take advantage of the significantly improved performance without changing their software.

Hitachi believes the Skyline series provides a solution for its customers who want "a cost-effective, non-disruptive growth path for their business and computer applications".

The unveiling of the new machines underlines Hitachi's conviction that the mainframe is "far from dead" and will

have a continuing role in large companies, particularly for "mission critical" applications - those which are crucial for the organisation's survival.

Although the company acknowledges there is a place for distributed client-server computing in large companies, it adds that the hardware and software technology needed to implement it "is still evolving" and does not yet provide a stable platform.

Hitachi claims its customers continue to need powerful machines capable of coping with the computing requirements of whole organisations.

Paul Taylor

CONTRACTS & TENDERS

HELLENIC REPUBLIC
MINISTRY OF TOURISMNOTICE OF INTERNATIONAL CALL FOR TENDERS
IN THE DEVELOPMENT OF CASINO ENTERPRISES
IN GREECE
(Law 2206/1994 Government Gazette 1615B/1994)

Interested parties are hereby invited to obtain the particulars of a Call for Tenders pertaining to the award to the highest bidder of the 6 Casino licences which are to be accompanied by investments in tourism that will extend to the whole country.

The installation sites of the enterprises are the following:

1. In Achaia (repeat call)
2. The Isle of Rhodes at Hotel des Roses (repeat call)
3. The Isle of Syros (repeat call)
4. In Florina (new call)
5. In the area of Doirani (new call)
6. In Epirus (new call)

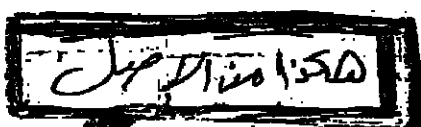
The aim of the tender is the creation of high standard Casinos and the realisation of substantial investment that will benefit tourism in Greece and the national economy. The investments proposed by the candidates will be evaluated in accordance with the criteria specified by Law 2206/1994, the contribution to the development of tourism in the country as well as the upgrading of tourism in the areas in which these enterprises will operate.

Particular importance will be placed on the creation of special tourist infrastructure installations and projects that will attract high-level tourists in Greece such as, for example, conference tourism, winter tourism and marine tourism.

Investors wishing to take part in the tender may obtain all relevant details and a copy of the tender documents from the following address:

MINISTRY OF TOURISM
SECRETARIAT OF THE INTERNATIONAL COMPETITION
FOR THE CONCESSION OF CASINO LICENCES TO THE
HIGHEST BIDDER

2 AMERIKIS ST.
5TH FLOOR - OFFICES 517-518
105 64 ATHENS - GREECE
TEL: +30-1-3221239
FAX: +30-1-03232605



FINANCE DIRECTOR

Package £30-40,000

We are a small dynamic start up in the insurance sector, seeking an ambitious commercially minded, high calibre Finance Director aged 35-45 exhibiting entrepreneurial flair and energy.

Reporting to the MD, the successful candidate should have guided a previous start-up and provided strategic and financial direction during a period of expansion listing with investors and investors.

You will be responsible for establishing and maintaining financial reporting systems, internal controls, budgets, forecasting and management accounts. You will have controlled a large loan book.

Self motivated, computer literate with developed communication and interpersonal skills you should be a senior decision maker, able to cope with the pressures associated with a small business.

Package £30,000-£40,000 depending on relevant experience.

Send a covering letter and full CV to:

Mr C Clark,
The Burwood Corporation Ltd,
The Glassmill,
1 Bathurst Bridge Road,
London SW11 3BG

SENIOR INTERNAL AUDITOR

(2 Positions)

The Internal Audit Department of Whitpool Corporation, a dynamic, expanding Fortune 100 company, is looking for senior auditors to play an important role in audits spanning all functional areas with in the company with a concentration in Europe.

The successful candidate will have a university degree, minimum 3 years of relevant business experience gained in public accounting, consultancy or manufacturing, well-developed analytical, interpersonal and communication (written and verbal) skills and fluency in English and Italian (required). Additionally, a professional certification (CA/CPA/CICA/CISA), information technology abilities and German skills are desired.

As a senior auditor, we offer you an excellent entry into the company and opportunity to travel 50% to 80% of the time. We emphasize training and use state of the art equipment. You will be joining an audit team of 35 professionals in USA, Brussels and Singapore. If you are interested in this opportunity, please write in confidence to:

Whitpool Corporation Internal Audit
Nijverheidslaan 1
B-1853 Strombeek-Bever, Belgium
(Only shortlisted candidates will be notified)

MANAGEMENT: THE GROWING BUSINESS

Own label blockbuster looks to Europe

Richard Gourlay finds Sanmex is gaining market share in a potentially massive budget products industry

An own label toiletry company which started selling disinfectants to Glasgow's flea-pit cinemas in 1982 and now has sales of £15m is an unlikely partner for giant European discounters such as Aldi, Netto and Lidl. Nor would such a company be expected to be exporting as much as a fifth of its sales to Europe or selling fly spray to China.

But Sanmex International is emerging from relative obscurity in the run-down outskirts of Glasgow to become a rapidly growing supplier of own-label toiletries and household products to discounters and supermarkets.

It anticipates sales of about £17m (£27.2m) next year, a significant jump from £5.5m in 1989. It is gaining market share in the own label market, dominated in the UK by Manchester-based Robert McBride. And Allan Groden, the founder's son and chairman, is considering a partial flotation on the London Stock Exchange's Alternative Investment Market, due to open its doors in June, to finance a more rapid expansion as manufacturing capacity is constraining further growth.

Many companies' fortunes are transformed when a new management takes over. It is more unusual for an incumbent management to perform the trick after a long period of unimpressive growth.

"I always knew the company had to change, it was a question of how and when," says 58-year-old Groden. "We were a typical family company with myself running it and being involved in every last detail. It was no way to go into the 1990s."



Allan Groden: 'More marketing driven where before we were sales driven, and the opportunities started to open up'

After taking advice from PA Consultants, he decided nothing less than radical change would enable him to build value for the next generation. "I did not see much future for the company progressing as it was," says Groden.

The company invested £3m in equipment over two years - when sales were barely double that - relying partly on soft loans from the EU and regional development grants. Bottling lines were upgraded and the company invested in information technology to improve quality control, order taking and inventory control. Groden also started introducing a professional management team.

The changes enabled Sanmex to respond to one of the most fundamental structural changes in the UK grocery retail trade of the last decade - the opening by Aldi of the first discount store in 1980.

The German group has since opened more than 120 stores. Sanmex has grown with it, claiming to be the largest supplier of household products to Aldi in the UK. Groden says that while Robert McBride focused on supplying the supermarket chains with own label products, Sanmex paid more attention to Aldi and then other discounters such as Netto of Denmark.

Foreign discounters have opened

more than 200 outlets in the UK, according to retail analysts Corporate Intelligence Group. And the number looks set to accelerate. Lidl of Germany, which has opened 20 UK stores since last November, took only three years to become the largest discounter in France and is threatening to expand at an electric pace in the UK as well.

"The real change came when Aldi came into the UK market," says Norman Ferguson, sales and marketing director at Sanmex and a graduate from the Procter & Gamble and Scottish Pride school of fast-moving consumer goods marketing. "We worked very closely to build their business

and as the other discounters came we focused on them."

Sanmex spends nothing on advertising. Instead it works closely with its customers' buyers on design and says it can take a new product from conception to the shelves in a month.

The company's export policy is more eccentric and reactive, though it plans to hire an export manager. It sells fly spray to China, and a range of products to Iceland and seven islands in the Caribbean, almost all as a result of approaches made to the company. But the export market could provide the next boost to sales volume - and increase the need to raise external capital to further expand production facilities. Because the UK has become an efficient and low-cost producer of own label household goods, some continental companies are considering sourcing some of their lines in the UK.

Were Aldi, for example, to take that path, Sanmex might gain access to a market with not 120 outlets as it has in the UK, but more than 3,000 in Germany alone.

Sanmex will meet stiff competition in the export markets of Europe. Apart from the continental manufacturers responding to the rapid growth of the own label market, Robert McBride is unlikely to stand idly by. It already has a strong European presence. And later this year it is likely to use some of the proceeds of its expected flotation to raise money for further expansion.

Groden accepts expansion will require additional capital. He is now taking advice on whether to opt for the partial flotation.

Group Financial Controller

Exceptional CA
Edinburgh

c.£60,000
+ Car + Bonus

With a portfolio of international consumer brands and substantial domestic and overseas manufacturing interests, this leading quoted Scottish based group is currently undergoing a period of significant change.

The desire to develop and grow the group has resulted in the need to augment the small headquarters management team with the appointment of an exceptional Financial Controller. Reporting to the Group Finance Director and controlling a high calibre, qualified team, the appointee will be responsible for:

- The financial management of the group's operations.
- Extensive liaison with both domestic and international operating Finance Directors.
- Development of group reporting systems.

- Performance evaluation of subsidiaries.
- Aiding in the determination of group financial and business plans.
- Providing support on corporate finance transactions.

This opportunity will appeal to an individual of the highest calibre who fulfils the following selection criteria:

- Qualified Chartered Accountant, aged 30-35.
- Outstanding and consistent level of high academic achievement.
- Strong track record in industry or alternatively at a Senior Manager level in a 'Big 6' firm.
- Highly effective communicator.
- Evident commercial awareness and ability to add value.

The rewards include an attractive remuneration package, company car and the opportunity to develop an outstanding career in a highly meritocratic environment.

Interested applicants should write in the strictest confidence to Brian Hamill or David Craig at Walker Hamill Executive Selection, forwarding a brief resumé quoting reference BH 1786.

**WALKER
HAMILL**

103-105 Apsley Street
St James's
London SW1A 6EE
Tel: 0171 839 4444
Fax: 0171 839 5857

Accounting in Saudi Arabia Iron and Steel Industry

Saudi Arabia

Tax Free Salaries



Our client is the Saudi Iron & Steel Company (Hadeed) who are based in the industrial city of Jubail in the pleasant Eastern province of Saudi Arabia. They operate a fully integrated iron & steel complex, employing a multi-ethnic workforce of over 2,800 people. The plant operates highly innovative technology to produce steel sheets, reinforcing bars, sections and coils of wire rod. In a little over ten years, they have achieved production levels of over 2.8 million tonnes per year, and are now rapidly expanding up the value of leading world steel producers.

All this presents career challenges second to none, and acquiring experience that could boost your career. As you would expect from one of the world's leading organisations, the accounting systems are sophisticated and comprehensive. Employing the very latest IT features, the Hadeed Finance Department is at the heart of the Company's support functions. To maintain its high and demanding standards the Department now wishes to add a number of specialists.

Project Accountant (Strategic Planning)

Within their Strategic Planning Department Hadeed employ a dedicated team who specialise in preparing project proposals, conducting feasibility studies, analysing financial appraisals, operating post investment audits and producing capital expenditure budgets. This work is absolutely integral to the success of the Company's corporate expansion programme. To assist management in the accomplishment of these tasks, they now wish to recruit a qualified accountant. Probably additionally armed with a degree, you will already have some varied project evaluation experience gained within a large manufacturing environment, preferably within the iron and steel industry.

Management Accountants

These positions will be largely involved in assisting with the development of budgets and in providing cost and other information to both finance and line management. Probably CIMA qualified, you will possess a number of years' management accounting experience gained in large manufacturing industry.

Systems Development Accountant

Hadeed at all times looks forward and is perpetually seeking ways-and means to improve the quality in everything it does. This post will identify how the accounting systems that are in place can be enhanced to improve timings and save costs. Highly IT literate, you will have a broad knowledge of the entire spectrum of accounting functions and the relationships between them, and possess an innate feel for systems improvements. It is unlikely that candidates with less than ten years' relevant experience would possess the breadth of knowledge required.

Budget Control Supervisor

This position is responsible for the costing of work, estimating budgets and cost control. Candidates should be at least partially qualified accountants from a manufacturing environment, preferably in iron and steel or engineering. Several years' experience is essential, with the ability to prepare expenditure approvals, reporting and budgeting. Duties also involve accounting routines relating to warehouse issues, workshop charges, maintenance cost analysis, overtime against budget and capital disposal.

To apply please send your resume including a recent passport size photo and current salary details to: Andrew Goolbey, Maxon Dolphin Kerby International, 178-202 Great Portland Street, London W1N 6JJ, quoting reference 16925.

GROUP FINANCIAL PLANNING & ANALYSIS MANAGER

Thames Valley

c.£42,500 + car

For a decentralised business services Plc, a leader in a challenging and competitive sector.

Working with independence and reporting to the Group FD, the role is to focus and drive the group business planning and budgeting processes, pro-actively review and analyse trading performance, identify variances and recommend corrective actions. In addition, you will further add value by assessing capital expenditure projects and other business proposals that arise.

To succeed in this tough but rewarding job, you must be a graduate qualified accountant or numerate MBA with direct experience of a comparable role in a fast-paced commercial environment. The confidence to act on initiative, supported by outstanding technical and intellectual skills, persuasive communication and PC fluency, are essential qualities. Energetic, ambitious and determinedly action-oriented, you must be committed and flexible.

Please write in confidence to Peter Williamson, enclosing a concise cv and remuneration details and quoting reference 030/FT. Explain briefly why we should meet.

Lawless & Williamson

EXECUTIVE SEARCH

1 Heathcote Court, 415 Strand, London WC2R 0NS

Finance Director

c £70,000 + car
Bonus

This is an international client with a very profitable, capital intensive service sector business which has quadrupled in size in the last 5 years to a turnover of approximately £100 million. Future growth will include a continuation of organic and acquisition development and increasing attention to international Joint Venture operations.

The Finance Director must possess the experience to make a positive contribution to this forward development, particularly in terms of experience of Joint Venture structuring/operations and related M & A work at an international level. Experience of managing an efficient finance function which consistently meets the tight reporting and technical requirements of operational management and a demanding international parent is a pre-requisite.

Candidates should be Graduate Chartered Accountants, probably in their mid-30's, who can demonstrate a successful professional or industrial career, with both broad technical and financial managerial experience and relevant exposure in the negotiation of Joint Ventures and acquisitions. Location guidance M3/M25 corridor.

Please apply in confidence quoting Ref L589 to:

Brian Mason
Mason & Nurse Associates
1 Lancaster Place, Strand
London WC2E 7EB
Tel: 0171-240 7805

**Mason
& Nurse**
Selection and Search

APPOINTMENTS WANTED

CHARTERED ACCOUNTANT

Qualified and trained
with Big
6 firm, with 2 yrs
experience
(financial sector).
Seeks to work and live in
Middle East/Far East,
in particular
Singapore or Pakistan.

Contact: Box A5501,
Financial Times,
One Southwark Bridge,
London SE1 9HL

APPOINTMENTS ADVERTISING

appears in the UK
edition every
Wednesday &
Thursday
and in the
International edition
every Friday

For further
information please
call:

Andrew Skarzynski
on
+44 0171 873 4054

Joanne Gerrard
on
+44 0171 873 4153

The Top Opportunities Section

For Senior Management Appointments
For advertising information call:

Stephanie Cox-Freeman +44 0171 873 3694

MANAGEMENT: MARKETING AND ADVERTISING

Robert Rice examines why companies are rushing to apply for trademarks following a change in UK law

Big boost for branding

What do Coca-Cola bottles, the Direct Line Insurance red telephone on wheels and a Dimple Haig whisky bottle have in common?

The answer is that they have all been among the first applications for trademark registration to have been made following a change in UK law last year. The new law allows three-dimensional shapes, sounds and smells to be registered as trademarks for the first time.

The 1994 Trade Marks Act was designed to bring UK law into line with Europe, simplify the application process for domestic and international registration and extend the protection afforded to trademarks by widening the definition of trademark infringement.

More than 800 applications were filed with the Trade Marks Registry on October 31, the day the act came into force and the pace has hardly slackened since. The Registry reports that in November, December and January applications were up 65 per cent on the same period in 1993-94. If the trend continues, the Registry expects to receive more than 50,000 applications this year compared with 36,000 last year.

There have been some interesting applications for registration of shapes, smells and sounds excluded under the old law, such as Nestlé's application to register the shape of the Polo mint, Sumitomo Rubber Industries' application for tyres smelling of roses, the shape of the Morgan car and the Financial Times' application for pink paper carrying printed matter.

However, according to Alison Brimelow, assistant registrar of trademarks, although the surge in trademark applications dates back to the introduction of the new legislation,

not all of it can be attributed to the relaxation of the rules.

Of the 16,386 applications received between October 31 and the end of March, only 365 fell into the category of marks which could not be registered under the old regime.

Her preliminary conclusion is that publicity surrounding the introduction of the new regime has rekindled interest in trademarks as a cheap and effective means of protecting brands.

By creating a presumption that all marks can be registered, simplifying the application process for both domestic and international registration and extending the definition of infringement, the legislation has made trademark registration more attractive to industry. Even so, why should companies bother to register their marks when they can protect them by suing companies which misuse their unregistered trade names, logos or packaging for passing off or infringement of copyright or design right?

According to Caroline Davies, head of trademarks at ICI, the answer is that it is much cheaper and easier to bring a trademark

infringement action than an action for passing off. There is no need to prove established goodwill or misrepresentation by the other trader. The registry estimates the new law will save British business up to \$60m a year.

ICI, she says, registers trademarks as a matter of policy wherever it can. Not only is it a cheap form of protecting intellectual property - the group deals with all its applications in house, so the only direct cost is the £225 registration fee for each trademark - ICI frequently builds a whole marketing strategy for a product around a trademark.

"Advertising is expensive so you want to be sure the mark is protected before you spend money on a campaign," she says.

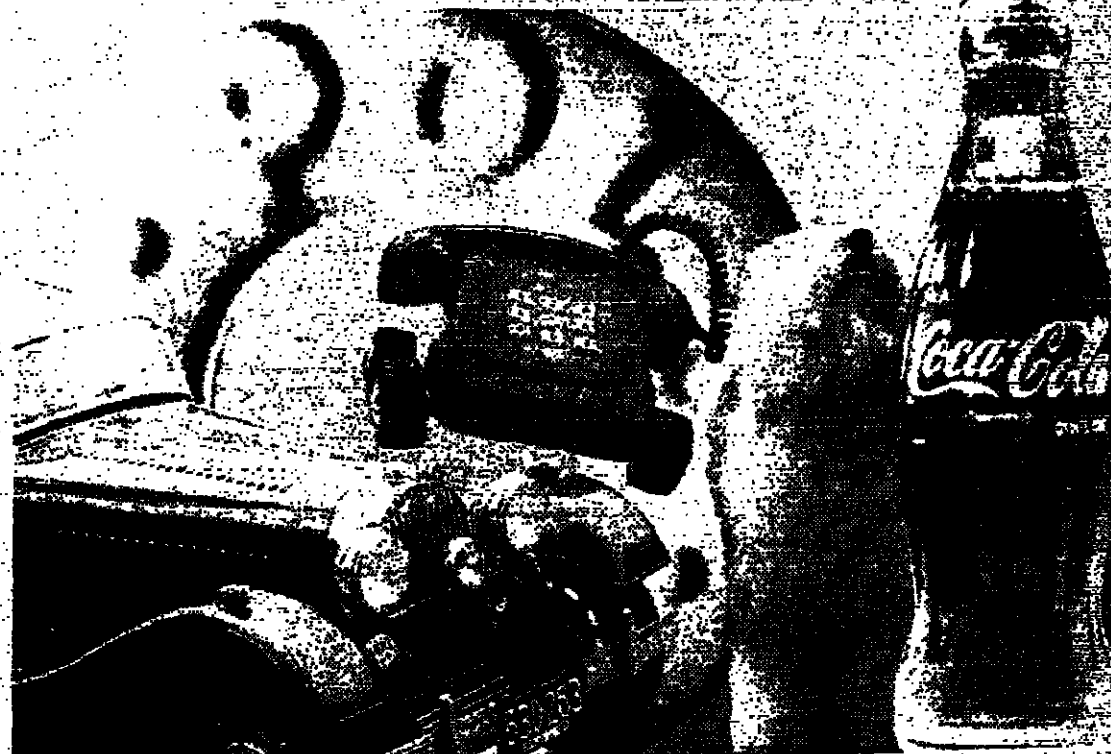
ICI has about 15,000 registered trademarks ranging from such things as Perspex and Propafilm, the film covering which goes around the outside of such things as cigarette packets, to the most famous of all its marks, the ICI logo itself. Zeneca, the demerged pharmaceutical group, has almost twice as many registered trademarks as

ICI, so there is a big commitment to the system by both groups.

But ICI has yet to make much use of the new legislation to register new shapes, smells or sounds. The paints division has renewed a previously unsuccessful application to register "an image of an Old English Sheepdog of any age and viewed from any angle" for its Dulux paints range. Several applications to register paint colours have also been made since October, but otherwise the group has taken little advantage of the change.

The general feeling, says Davies, is that the new legislation has not been in force very long and caution is called for until it becomes clear how the trademarks registry is going to interpret it. It will be early 1996, for example, before most of the new applications know whether they have been accepted for registration.

This feeling is echoed by Stephen Groom, head of the marketing services law group at the London law firm Lewis Silkin. Clients are aware of the new freedom to register packaging and names, he says, but are adopting a cautious approach until



they feel confident about how the new law will work in practice.

One of the early areas of concern, where there is considerable uncertainty, is over the use of comparative advertising. Several companies have already taken advantage of a change in the law which allows a company to use a competitor's trademark in its advertising provided the use is in accordance with honest commercial practices and does not take unfair advantage of or cause any detriment to the distinctive character or reputation of the registered trademark concerned. Burger King, the fast food chain,

has recently produced an advertising campaign which claims that McDonald's burgers are smaller than theirs. Under the old law the use of the McDonald's name would have been an infringement of its rival's trademark. Burger King argues its use is factually correct and it is a fair comparison to draw McDonald's declines to comment and is yet to make any complaint.

Similarly, Colgate is using the Listerine trademark in an advertising campaign to point out that its Colgate "Plax mouthwash" is approved by the British Dental Association whereas Listerine is

approved by a dragon named Chiford. Listerine has complained to the Advertising Standards Authority but has not sought an injunction to stop Colgate using its mark or brought infringement proceedings under the new law.

Groom says there is now an urgent need for court guidance on what amounts to fair and unfair use of another's trademark. Until this and other uncertainties have been ironed out, business will reserve judgement on the new regime. Early signs are, however, that it will provide the boost for branding which its originators promised.



Tag Heuer Challenge

Measuring the impact of a sponsorship deal is a notoriously imprecise science. Gerald Sezille, marketing and sponsorship director of Tag Heuer, the Swiss-based precision watchmaker, gently pats his stomach. "There are all kinds of measures and we use them, but often it comes down to gut feeling," he says.

Sports sponsorship is an integral part of a marketing strategy that has taken Tag Heuer in seven years from a struggling quality watchmaker to the fifth-largest Swiss watch manufacturer in terms of turnover, showing SFR340m (£189m) in the last calendar year.

The company's marketing budget this year is \$75m (£50m). Of this, \$45m goes on advertising, \$15m on sponsorship and \$15m on various marketing and sales programmes.

Tag Heuer's policy is that sponsorship activities must closely

reflect brand values. "We manufacture precision time pieces, therefore all our sponsorship and advertising must have relevance to the product. Timed sports events, where a split second is vital to the result, are ideal for this purpose," says Sezille.

Heuer was already steeped in sports timing before the Tag takeover in 1985. It was the official timekeeper for three Olympic games in the 1920s and later moved into Formula One motor racing, time-keeping for the Ferrari team during the 1970s.

Today it still sponsors Formula One and some skilling events, but this year, for the first time, a big slice of the company's sports spon-

sorship budget has been committed to the America's Cup, one of the world's premier yachting events, sponsoring one of the two New Zealand entries competing to sail against the best US team in May.

Early rounds completed, the Tag Heuer yacht, skippered by Chris Dickson, reached the semi-finals of the Louis Vuitton Cup (it is the Louis Vuitton winner that goes on to contest the America's Cup) but was knocked out by its New Zealand rival.

Choosing the competitor, says Sezille, is one of the most crucial elements of the deal. Instead of looking at submitted sponsorship requests, Sezille went straight to Dickson, who is well known in the

sailing world for his outspoken views and competitive approach.

Another important factor in the sponsorship decision was the designer, Bruce Farr, known as one of the best racing yacht builders in the business.

All the competing yachts are light, finely engineered, racing shells. The Tag Heuer yacht is so slender that it cuts through the water like a razor blade with sails. There was some risk attached to backing such an experimental design. "After all it wouldn't look too good for our 'don't crack under pressure' campaign if the boat was to do just that," says Sezille.

Last month the yacht oneAustralia broke apart and sank during

a race. Unlike the Australian team, Tag Heuer has one boat. In the end the decision came down to faith in Dickson's management and Farr's design.

Tag Heuer says it will have footed about \$9m of the more than \$10m team budget, which breaks down as follows: Yacht construction, \$2.5m; yacht design, research, tank testing, \$1.5m; staff, management, housing, food, travel, insurance, \$1.5m; sails, \$1.5m; appendages (keels, rudders), \$1.5m; basecamp (sail loft, shipping, boat support, maintenance, tender, fuel, supplies), \$1m; spars (masts, booms, poles, rigging), \$750,000; administration, \$250,000.

The organisers have strict rules

forbidding boats from using the name of sponsors. To overcome this, Sezille and Dickson did not name the yacht and referred to the entry as the Tag Heuer Challenge. Journalists tended to refer to the boat as Tag Heuer because there was another New Zealand team entry.

Although the yacht was knocked out, Tag Heuer is satisfied with the benefits of the association. Sezille says he would have been disappointed had the yacht been knocked out in the initial round robin. A loss there would not have been considered a sponsorship success. Reaching the semi-finals was a success, he says. "Making the final would have been very good winning the Louis Vuitton Cup and then the America's Cup itself would have been even better."

The cup, the big prize, is the sponsor's ultimate goal, says Sezille. "If you reach that stage the promotion takes care of itself."

GROUP FINANCIAL CONTROLLER

Central London

A small but expanding PLC in the construction sector, turnover presently £140m, is seeking to fill a new position of Group Financial Controller to be based at their West End London Office. Reporting directly to the Board, duties include consolidation of subsidiary company accounts, dealing with professional advisors, taxation, treasury and some company secretarial matters. The role involves considerable contact and involvement with divisional financial management.

The position would suit a qualified Chartered Accountant with a minimum of three years' post qualifying experience preferably in a PLC environment. IT experience essential as is the ability to operate under pressure and to strict deadlines. Salary and benefits are negotiable but in the region of £35k plus bonus, car allowance and other benefits.

Please apply in writing, enclosing full CV to: Box A6000, Financial Times, One Southwark Bridge, London SE1 9HL.

qualified accountant age 27-35

almaty, kazakhstan

russian speaker

excellent package

farn williams

Please send CV, quoting ref 0324 to recruitment specialists Farn Williams, 7 Benjamin Street, London EC1M 5QL. Tel: +44 171 608 1133 Fax: +44 171 608 1165

commercial manager

An opportunity for fast track career development with one of the world's leading food multi-nationals.

Committed to significant expansion in Eastern Europe, the company has a long term investment policy to extend its existing ventures through new partnerships and acquisitions.

We are looking for an accountant who can go beyond managing the numbers to taking on a key commercial role in the business.

Outstanding career prospects exist within Eastern Europe. But for someone who wants to return to Western Europe or go to the US in the future, the company also provides excellent opportunities.

Reporting to the country managing director and deputising for him in his absence, your key responsibilities will include:

- Financial planning, control and budgeting
- Treasury and reporting for origination and trading activities
- Active involvement in negotiating deals
- Assistance in identifying and deciding on new ventures
- Supervision and development of local staff.

Manager, Corporate Finance

Central London

£55,000 + Car + Bonus + Bens

Our client is a leading international high technology services company with extensive worldwide operations and an open and entrepreneurial culture. The Group has a clearly defined strategy of growing its core businesses, concentrating on selected market sectors, on a truly international basis. It is poised to accelerate this process by placing increasing emphasis on a global acquisitions programme, primarily aimed at companies in the £5-£25m range.

To play a key role in support of this strategy, a young, dynamic management team currently seeks to appoint a dedicated Corporate Finance professional. Reporting to the Group Finance Director and working to Board level line and staff directors, this is a critical strategic appointment. The successful individual will be expected to develop a focused approach to acquisitions selection, seeking out potential opportunities and project managing the full acquisition process. This is a Head Office

appointment, based in London but has a global remit with extensive exposure also being offered at divisional level.

The opportunity will appeal to a highly commercial MBA, ACA or financially orientated generalist (aged 28-33) with experience of operating at a senior level. Extensive acquisitions experience is a prerequisite and is likely to have been gained within either the business development area of a large corporate, or within the venture capital or merchant banking sectors. A first class academic background and the ability to generate, absorb and apply new ideas is also considered essential.

The remuneration package will reflect the seniority of the position and will include an attractive basic salary, company car, bonus, normal executive benefits and the opportunity to develop a stimulating career within this high profile international group.

Interested applicants should write in the strictest confidence to David Craig or Brian Hamill at Walker Hamill Executive Selection, forwarding a brief resumé quoting reference DC 1908.

WALKER HAMILL

103-105 Farnham Street
St James's
London SW1Y 6FE

Tel: 0171 839 4444
Fax: 0171 839 5557

Accountancy Personnel

EXECUTIVE RECRUITMENT

Commercial Manager

Midlands Region £50,000 Package + Car

The Company

This extremely fast moving, cellular communications company, (current T/O £87m), UK and European market leaders, are expanding at a phenomenal rate, achieving success within a highly competitive and ever-changing market place. Medium term objectives are for a stock market flotation and future global status.

The Role

- Reporting to the General Manager, with dotted line responsibility to the Group Financial Director.
- Responsible for the maximisation of profits through commercial decision making and the control of all operational aspects of the business.
- Provision of financial and management information to support commercial decision-making.
- Extensive negotiations with both clients and suppliers, and also liaising internally with colleagues across all disciplines and at all levels, through to the main board.

The Appointee

You must be fully qualified (ACA, ACCA, AAT) aged between 28 and 35 years of age, and of graduate calibre. In addition to a sound financial background, you should have gained exposure of the commercial management of an organisation within a fast moving environment.

You must be extremely committed and determined to succeed, and possess a keen business acumen, qualities which should be clearly demonstrated in your career to date.

It is envisaged that this role will be the starting point of a long term career within the organisation.



For further information please contact our Recruitment Advisor, Allan O'Neill, at Accountancy Personnel, 14 Temple Street, Birmingham B2 5BG. Tel: 0121 643 6201. Fax: 0121 643 6235.

Hays

FT/LES ECHOS

The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world. For information on rates and further details please telephone:

Stephanie Cox-Freeman on +44 0171 873 3694

صكزا من الادلل

ARTS

Cinema/Nigel Andrews

Dysfunction down under

There is something magnificent about the title of *Once Were Warriors*. With its main noun lopped off, it stands there in the syntactical desert, vast and trunkless, like the legs of Ozymandias.

Who were warriors? Well, the Maoris were: according to Lee Tamahori's film and Riwa Brown's script, based on a novel by Alan Duff. But like its title, this thrilling New Zealand movie thrives on heaving the expected into strange shapes.

ONCE WERE WARRIORS
Lee Tamahori

MURIEL'S WEDDING
P.J. Hogan

POETIC JUSTICE
John Singleton

Early glimpses of our dysfunctional family of urbanised Maoris, living in Auckland's equivalent of Toxteth or Brixton, suggest we are in for two hours of Ken Loach in Kiwi-land. Brutal Dad (Temuera Morrison) slashes back beer with his mates - a tattooed army in black singlets and leather trousers - when not hitting out at ravaged, defiant Mum (Rena Owen). And the children find different ways to distance the horror. Thirteen-year-old Grace (Mamaneaua Kerr-Bell) keeps a diary and befriends a homeless boy living under a flyover. Older son Nig (Julian Ararunga) joins a gang. Delinquent Boogie (Tuangarua Eruia) gets carted off to a reform school where - as a fringe benefit - he is taught basic Maori warrior traditions.

With the sight of a spear-wielding social worker schooling his protégés in the rudiments of chanting, tongue-poking, and bottom-shaking (so familiar to our own dear Queen on her royal tours), the film moves from docudrama into a higher

realm of ethno-social comedy. Then, back home check Ben and Jake, it climbs higher still. If there has been a more terrifying, hyper-real picture of a disintegrating family, I should like to see it. Beatings; a rape; finally a suicide. Where in another film we might cry "Too much of this!", or giggle nervously at the excess, here we sit gasping at the emotional power and conviction of the scenes.

We do not even need to agree with film-maker Tamahori's apparent didactic agenda. Right from the trick opening - a panorama of lake and mountains revealed as a billboard from which we pan to the filthy, fume-filled highway - the film is telling where we can put our notions of "progress." Better, it says, to turn round and re-invoke our ancient traditions. Yet Jake's brutality seems the result of too little progress, not too much. His tattoos (here a scorpion on the neck, there a ring of barbed wire around the biceps) are a hangover from yesterday's tribal primitivism, just like his hard-punching patriarchal attitude to his women.

Thankfully, the film's dramatic momentum overpowers its message-mongering attempts. So does Rena Owen's performance as principal human punchball. Her features tell us what she is going through - a universal domestic hell - even before we see it demonstrated. The dragged hair looks like a mass suicide drive; the complexion is pale and dry like stripped beef; the eyes are on sleep-deprived red alert. This is a *Mother Courage* with nophony triumphalism. She fights back because the only alternative is to be beaten senseless.

The film ends with a dubiously inspirational coda, in which our heroine plus surviving children returns to her ancestral roots. Cameron Stuart Dryburgh, of *The Piano*, pulls out the lens-filter marked "pastoral-elegiac" and we are asked to gaze into the happy sunset.

But before this surrender to ethno-utopianism, the single shot we most remember is that of a speed-



Urbanised Maoris: Temuera Morrison and Rena Owen in Lee Tamahori's hyper-real picture of a disintegrating family, 'Once Were Warriors'

ing gang car overtaking a police car. Filmed from in front, with distorting lens and low angle, the gang's gallivanting jalopy (complete with shrunk head as bonnet ornament) seems like a juggernaut from the past offering one last Partisan insult to the present. "Once were warriors"... Still trying to be warriors... May finally give up in time to join the 21st century.

It is a week for manic self-examination in the Antipodes. *Muriel's Wedding* from Australia is a black comedy with large patches of dayglo pink and leopard-spotted yellow. In a little seaside town, we watch the heroine's suburban fantasies grow to the size of psychosis.

She is Muriel (Toni Collette),

pump, unpopular and living in Porpoise Spit. She swoons over Abba songs; quarrels with her Dad, a local bigwig (Bill Hunter); steals a faux-leopard dress for a wedding; and after catching the bride's bouquet at those same nuptials longs for the day - in accordance with flower-catching superstition - when she too will be spliced.

The audience has to catch the bouquet of ensuing subplots. There is the girlfriend who becomes wheelchair-bound with cancer (Rachel Griffiths); the mother who swallows too many aspirins; the South African swimmer who wants to marry Muriel for his nationalisation papers. All this is filmed in a giddy alternation between soap opera naturalism and what we might call

"psycho-farce." Someone had certainly better call it something, for the fast-growing movie mode is now virulent down under: see *Heavenly Creatures*, *Dallas Doll*, *Priscilla Queen Of The Desert*.

Psycho-farce is the use of comical exaggeration, in acting, decor and colour photography, simultaneously to satirise a society and to evoke a visionary-barmy state of mind. It is Expressionism gone ludic.

Debut writer-director P.J. Hogan lays on the high-gloss colours as if taking his cue from Muriel's own fantasy photo album. This specialises in lurid holiday snaps and pictures of our heroine festooned in lacy-white. Her habit, after leaving home to live in Sydney with Rhonda, is to try on wedding

dresses in shops while Rhonda takes her photo. The snaps, she tells the assistants, are for her ailing Mum.

Even the film's sob-story dimension - Rhonda's illness - is poised between the realistic and the ridiculous. Are we meant to snifle into our handkerchiefs as mad Muriel stiffens her soul to become martyr/nursemaid? Or is it Hogan's way of saying that once you decide to live in fantasyland everything becomes a dialectic between Abba songs and Hollywood melodrama?

Whether you think *Muriel's Wedding* is a good or bad movie may depend on which layer of intentionality you think it actually stops at. My suspicion is that it got stuck, albeit enjoyably, between dimen-

sions: that somewhere along the way parodic intent stopped and the real emotional fairy tale took over.

John Singleton's disarming *Poetic Justice* suggests that we reviewers who thought *Boys N The Hood* the most overrated product of the New Black Cinema can now go to the top of class.

Singer Janet Jackson plays the hairdressing heroine from South Central Los Angeles who falls for a young postman, joins him on a drive up the coast to Oakland and has some love quarrels on the way. That is about it: except for the Maya Angelou poems on the soundtrack and the chunks of uncooked philosophising about what-it-is-to-be-black. Torpid; interminable.

Ballet/Clement Crisp

'La Fille' in Flanders

La Fille mal gardée has been a happy ballet since its creation in Bordeaux in 1789. It was given what must surely be its happiest incarnation by Sir Frederick Ashton in a sunny masterpiece - pastoral, lyrical, comical - which we first saw at Covent Garden in 1961. Other versions have come and unlamentably gone over the years: Ashton's, by reason of its radiant dances and its acute sense of theatre, is one of the century's abiding dance-joys. From cock-crow and the dancing chickens to the last whisking exit of Lise and Colas, and Alain's return for his umbrella, we grin and are content.

But there are alternative stagings of *Fille*, among them that by the French choreographer Joseph Lazzini. I reported on this when it was mounted at the Paris Opéra a decade ago, and Lazzini has now made a production for the Royal Ballet of Flanders, which I saw in Brussels at the weekend.

To Ashton-educated eyes, this is not a happy affair - empty display replaces feeling; drama is sketchy - but it is redeemed by the verve with which the Flanders' dancers nip through every scene. The choreography has a somehow old-fashioned

air, rather like the ballets I saw in the French provinces too many years ago, with lines of merry peasants busily stepping and smiling and forming neat patterns behind the ballerina. (And her partner, who in those days might be one of the tougher ladies of the troupe *en travesti*.)

This lends charm of a sort to the staging, but not much credibility to the narrative. For *Fille* is, at heart, a touching tale about a girl's right to marry for love. Like a *Molière* comedy, it masks serious matters under its smile, but to cheat on its central truth is to cheat its interpreters, and Lazzini's version offers little to its players except steps.

The Flanders' cast rejoiced in the steps and gave them a vivacity that blew the dust off every predictability. The Lise was a young Cuban dancer, Xiomara Reyes, who is a delight. She is very pretty, with a more than pretty technique - light, clear, musical, and buoyant enough to soar through difficulties with a most engaging air of enjoying every minute. She does what she can for the drama by being herself, and we believe. Her beloved, Colas, was Rinat Imaev, Russian-trained, and able to give the farmer a suitably innocent manner.

The additional pleasure of the performance I saw was Pascal Molat as the ninnyish suitor Nicaise (known to us as Alain). The character may be simple-minded, but Molat's dancing was mercurial, bright-edged and bounding, and I ended up thinking that Lise might perhaps have listened to her mother when such a good dancer was on offer. Some of the other roles relied too much upon low comedy capers - none lower than a comic servant who should have been put to fire and the sword long ago.

The Flanders ensemble looked, as ever, strong and assured, their dancing stylish: everything they do pays tribute to fine schooling. The score, a conflation of the two traditional *Fille* scores by Hertel and Hérold, has been admirably arranged by Jean-Michel Damase, and is as pretty as the old ballet deserves. Design is by Roger Bernard, with bold costumes and (because of the exigencies of the Brussels' Cirque Royal stage) skeletal design, which looked more ideal home than country life.

The Royal Ballet of Flanders tours *Fille* throughout Belgium this month, and visits Northampton's Deragate Theatre for the week of May 23.



Mercurial, bright-edged and bounding: Pascal Molat as Alain

Concerts/David Murray

Mahler twice over

Michael Tilson Thomas completed his Mahler cycle with the London Symphony on Sunday: the Eighth Symphony, the "Symphony of a Thousand" - a stupor of a work with some hundreds of orchestral players and chorists in the Royal Albert Hall. Why not the greater Ninth (placed earlier in the timetable), or indeed the torso of the unfinished Tenth?

Cynics might say: because the Eighth is a guaranteed feel-good success, given a decent team of soloists (Tilson Thomas assembled an excellent team). I should put it differently: T.T. is an extremely intelligent musician who knows very well what he does best, which includes "public" music like the Eighth and most of Mahler's earlier symphonies, but not - not quite, not yet - darker, more tortuously personal stuff like the Ninth or the Sixth.

In any case, he made a blazing success of the Eighth. This was a precision-engineered performance, and it was thrilling to hear. The LSO, its Chorus (much enlarged for the occasion) and the Southend Boys' Choir sounded magnificent. T.T.'s masterly command of the score ensured that even the sprawling second movement, a setting of the final scene of Goethe's *Faust* Part II, described a clean, unbroken trajectory and rose to a great height.

Led by the stalwart American soprano Alessandra Marc, the solo singers were assured and tireless. Lynda Russell sang *Mater Gloriosa* from high up in the gods - a happy

idea, of a piece with the clever lighting that made the assembly of performers look so imposing. All in all, it was a glorious conclusion for T.T.'s Mahler cycle.

Given the composer's unprecedented popularity these days, there has been room in the concert season for some competing Mahler performances. Last week Roger Norrington, not hitherto known for his Mahler, conducted a quite different Fourth Symphony with the London Philharmonic in the Festival Hall. No attempt whatever at sophisticated *Vierneiser*; instead he took the symphony at face value, as a child's-eye vision of angelic bliss.

The dances in the first two movements were perky and innocent, only briefly shadowed by the single sour eruption in the one and the sinister, cloying fiddle solo (tuned a semitone high) in the other. Until the Poco adagio, it was Mahler's woodland-writing - intricate, companionable, pastoral - that seemed to carry the main burden. Norrington kept his strings down to bare audibility, or allowed a leash to just one section at a time.

The symphony was disarmingly crowned by Amanda Rocroft in the quaint child's-heaven finale. For most of it she scaled her soprano down to a light, boyish treble, but she tapped her new-found mature resources in the verses that needed them. That was seamlessly accomplished, suggesting depths beneath a twinkling surface, and perfectly adapted to Norrington's seemingly plain, unfussy reading of the whole work.

Theatre/Sarah Hemming

'Vanya' with an Irish lilt

Field Day's production of *Uncle Vanya* starts well. Astrov and Nanny taking tea, managed that tricky Chekhov exposition - "how long have I known you?" - beautifully, making it sound utterly natural and helping you believe that you are just eavesdropping on lives that carry on after you have turned your back.

This is one of the great strengths of Peter Gill's staging: it has a natural ease that is very important, helped by Frank McGuinness's splendid translation, that combined sensitivity with easy Irish colloquialisms. But, despite this, and despite the fact that there is much that is good about it, the production (on tour to the Tricycle) falls short of the greatness it could achieve.

Chekhov's autumnal masterpiece deals with wasted life, lives mispent and hopeless love. These poignant scenes are summed up, of course, in the character of Vanya, the middle aged man who is brought face to face with the futility of his life during the course of the play.

But nearly everyone on stage is living in the shadow of what they might have done. The retired professor who comes to visit is a fake, while his beautiful, indolent young wife, idolised by both Vanya and Astrov, has thrown herself away. And, in one of his master strokes, Chekhov not only portrays people living through the results of missed opportunities, he also shows us one such moment happen, as Sonya's hopes of marrying

Astrov wither before us. But the play is also marvellously, richly ambivalent. Its title is not "Vanya", but "Uncle Vanya", reminding us that central to it is the difference between Vanya's bitter reaction to his disappointment, and the stolid one of his niece Sonya. Whose response is more valid? And has he wasted his life? Chekhov reminds us how we waste our time fretting over "if only's".

It is difficult to do justice to all the play's layers, as it is to capture

The production is very funny and often moving, but you are not in tears at the end

the surge and ebb of the tragedy, and they remain muscled in this production. Stephen Rea is marvellously funny as Vanya in sarcastic mode, jabbing his hands into his cardigan pockets, growling, glowering and loping round the stage, and he brings off the slump from acid self-pity into total dejection and self-loathing when he sees the doctor kiss Elena. But he loses something towards the end.

His "mad" scene, when he boils over at the professor's ham-fisted suggestion of selling the estate, is wildly effective - hilarious but scary, charged with the same recognisable hysteria as a Basil Fawcett

outburst. But he continues at this pitch in his desperate appeal to the doctor in the final scene, where he could achieve so much more with quiet desolation. Several key scenes lose something by being played on one level in this production.

Meanwhile, the play's shape and movement is not helped by Hayden Griffin's heavy wooden set. It is imposing and claustrophobic, but you get little sense of the huge, crumbling estate outside, nor of the autumnal weather which, with its oppressive heat and sudden storms, mirrors the character's surging feelings.

Individual performances are very good. Enda Oates' visionary Astrov is driven and energetic: you believe in his enthusiasm, his integrity and his frustration. Zara Turner is lovely as Sonya, and to watch her blossom and fade before you is painfully moving. Kim Thomson is exquisite as Elena, with a creamy Madonna face, silken voice and huxuriant auburn hair - utterly convincing as the sort of woman who attracts adoration. And Helena Carroll is so warm and sensible as the old nanny, that you feel she really has sat on the stage for the last 90 years.

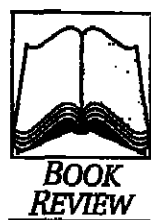
There is much to enjoy in this production: it is very funny and often moving, but - you are not in tears at the end of it. Like Vanya's pistol shots, it falls just wide of the bull's eye.

Continues until April 29 at the Tricycle Theatre London NW6 (0171-328 1000).



Kim Thomson and Stephen Rea as Elena and Vanya

Survival in the shrinking office



One very simple theme runs through-out this book, partly captured by its sub-title. The author, a Nobel Prize-winning physicist, is the head of AT&T Bell Laboratories, one of the world's great centres of applied science. He believes that manufacturing has undergone a transformation in recent decades, but that office activities have not. White-collar work is about to undergo the same profound changes.

"Today millions of well-dressed, desk-bound humans still earn a living," says Penzias, "by running errands between machines - getting a fax, marking it up, typing a draft, making copies, filing some, routing others - just to keep the information moving."

Not only is this inherently wasteful, it contributes to a much more dangerous inefficiency: it makes organisations internally-focused, directing their energies away from the customer towards the smooth operation of internal processes. "Every minute a customer representative spends meeting with people in her own company reduces the amount of time available for customer contact," Penzias says.

Inwardly-focused organisations place a higher priority on resolving internal conflicts than on meeting real customer needs. Thus, a traditional computer company that decides to enter, say, the workstation business will typically spend too much of its time resolving conflicts between the new potential market and existing product lines such as mainframes, mini-computers, PCs and so on - time that could be better spent meeting customers' needs.

Well-managed companies have been aware of this trap for decades, of course. Indeed, you could argue that the companies that have survived through to the 1990s have done so, in part, because they have been able to manage the conflict between internal and external priorities better than their rivals. Penzias's case, however, is that the amount of human time and effort that needs to be spent on internal

HARMONY:
Business, Technology
and Life after Paperwork
By Arno Penzias
HarperCollins, New York, \$23

co-ordination is shrinking spectacularly.

Survival will go to those companies which realise this. Instead of using layers of the intermediate steps between customers' desires and satisfaction, such companies will use inter-connecting computer systems to give customers direct information access.

There may not be much high-tech computer wizardry in this: the skill lies in recognising which areas of work can be replaced by direct connection with the customer. Bank clerks can be replaced with cash machines. Chain-stores' order-processing departments can be replaced by linking the tills directly with the suppliers. The engineering team usually necessary to customise sophisticated telephone-answering systems can be replaced by a program on a salesman's laptop computer.

And so on. "Though to my knowledge no computer has yet managed to replicate the performance of a single office worker," says Penzias, "the right combination of computing and communications can frequently replace whole departments."

Along these lines, Penzias offers a few more penetrating thoughts. The best business opportunities may lie in the gaps between today's products and services, and at the periphery of what is currently available. The best new corporate structure may be that of an architectural practice. And "as technology puts unprecedented power into human hands, knowing what to do becomes the paramount element of competitive advantage."

This is not one of those huge, unreadable tomes that recent business publishing has foisted upon us. It is written in a clear, lively style that crams several tomes-worth of insights into its opening chapters. Unfortunately, the book is 10 chapters long, and it runs out

of insights well before the end. Part of that is because of the book's main title. Harmony, Penzias argues, is the age of quality, first replaced by the age of quantity, is now to be replaced by the age of harmony. Harmony itself, with suspicious neatness, has three aspects: technology must be in harmony with itself, with human beings and with the environment.

The "harmony with itself" argument is the case for systems integration - for eliminating the gaps between computers that are currently filled by humans. The other two harmony shortfalls are the technological equivalents of motherhood and apple pie: to see their beguiling shallowness, simply imagine the alternative.

Penzias offers a number of ways in which information technology can help resolve environmental and social problems. Turning the research resources of the US defence industry into a giant electronic university is perhaps the most appealing. It is also easy to take pleasure in the suggestion that people will wear "several microphones, located at various places on the body," together with a video-camera attached to the spectacles-frame (quite how this will work for normally sighted people is not explained).

These will all be linked to the user's home computer, allowing it to store information, then play it back through a radio-linked earpiece at subsequent meetings. Penzias rejoices at the social gains: "What a boost for 'nerdy' techies who can't remember names and faces!"

It is, perhaps, unfair to judge a collection of future scenarios on the basis of its most far-fetched claims. And it is probably inevitable that a book with such ambitious aims should fail to accomplish the task of providing a new paradigm for every aspect of 21st century human existence. It is enough, perhaps, for it to offer some powerful insights into how companies must cope with life after paperwork. On that narrower ground, Penzias succeeds with style and flair - and merciful brevity.

Peter Martin

How weak is the US dollar? This may be a surprising question to ask when the dollar has fallen 16 per cent against the yen since the beginning of the year and 7 per cent against the D-Mark. These falls come on top of more long drawn-out declines over the past five years.

They are also far bigger than would be expected from the movement in the purchasing power of these key currencies. At the beginning of this year, before the present currency shakeout, international estimates suggested that German labour costs had advanced by 25 per cent relative to the US when measured in dollars, and that Japanese labour costs shot up more than 50 per cent. Thus the D-Mark and the yen seem far too high, or the dollar far too low.

Yet these by now familiar facts represent only one side of the picture. The official exchange rate index for the dollar suggests only a modest downward drift over the past five years. Even this index does not take full account of the growing role of emerging markets, which now account for some 30 per cent of US trade. The dollar has rocketed against these countries, above all against neighbours, including Canada as well as Mexico.

The second chart includes a "world" index for the dollar estimated by James Capel. This suggests that the dollar has remained pretty firm and has if anything drifted slightly upwards in the last few months. A similar picture is painted by an index drawn up by the Dallas Federal Reserve. The worldwide indices have their critics who say that a radio-linked earpiece at subsequent meetings. Penzias rejoices at the social gains: "What a boost for 'nerdy' techies who can't remember names and faces!"

It is, perhaps, unfair to judge a collection of future scenarios on the basis of its most far-fetched claims. And it is probably inevitable that a book with such ambitious aims should fail to accomplish the task of providing a new paradigm for every aspect of 21st century human existence. It is enough, perhaps, for it to offer some powerful insights into how companies must cope with life after paperwork. On that narrower ground, Penzias succeeds with style and flair - and merciful brevity.

The upshot is that all three of the world's key currencies may be overvalued, but some more than others and no one has any idea of the size of correction required. There is no

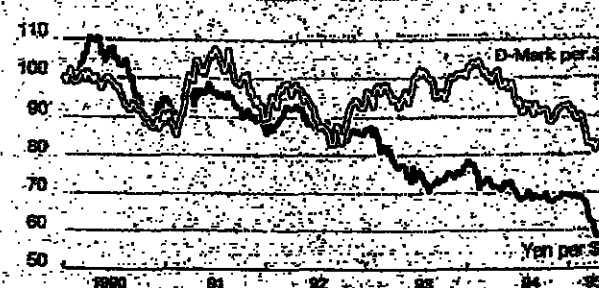
ECONOMIC VIEWPOINT

Rival yardsticks for the dollar

By Samuel Brittan

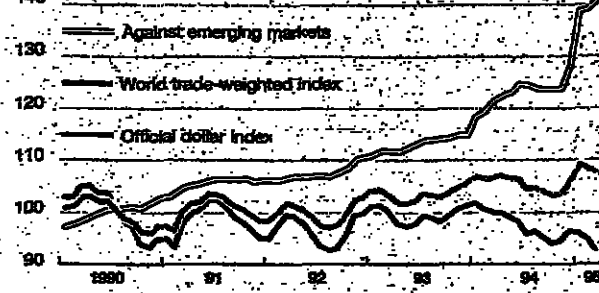
Dollar falls against yen and D-Mark

Indices, released Jan 7 1990-1991



but remains firm worldwide

Dollar index, released 1990-1991



have emerged are those of the smaller economies surrounding the main international players, such as Italy, Spain, and the countries caught up in the Mexican slipstream. These countries might be called "Mediterranean-Caribbean".

Key currency countries can afford to run considerable payments deficits to the extent that overseas residents are prepared to accumulate holdings. The drawback is that their

exporters report that their products are "uncompetitive"; and, because of lurches from one key currency into another, the degree of uncompetitiveness varies rapidly and unpredictably.

The advantages and drawbacks of the Mediterranean-Caribbean currencies are a mirror image. Their goods tend to be highly competitive. But their terms of trade are unfavourable. There is also always a danger of a downward cycle of depreciation and inflation, and in extreme cases of a destruction of their financial systems.

There are of course many other kinds of currency among them: the strong satellite currencies such as the Dutch guilder or Austrian schilling, which are not international currencies but move with the D-Mark. There are the small strong currencies such as the Argentine peso or Czech crown

which tend to become overvalued. There are also the fossil key currencies, above all sterling, which have lost most of their old role but still display some of the symptoms. The relation of each key currency to the smaller currencies in its periphery is becoming more urgent. Neither the violent downward plunges of the Mediterranean-Caribbean currencies nor the overvaluation of their key currency neighbours does anyone much good. The only lasting cure will be the adoption of the key currencies for use over much wider areas - leaving the local currencies for perhaps a residue of small retail transactions.

To take an actual example, the Mexicans act to reduce the imports on the basis of all the worthy international advice they are receiving. One effect is to reduce US exports and thus worsen the US payments deficit, thus creating more alarm about the dollar. If the US then follows advice to tighten its own financial policies, Mexican exports will fall and its balance of payments weaken further.

It was to prevent such a self-defeating cycle that international economists during the recovery period after the second world war established "controls" saving that import restrictions which discriminated against strong currency countries needed to be less severe than across the broad curbs.

Talk of discriminatory import restrictions in today's world would be playing with fire. The same effects could be achieved if Mexico had the same currency as the US and no one even knew how much either country was importing from the other.

Establishing a supposedly new currency, to avoid an explicit takeover by the D-Mark, is the Maastricht European approach. But it is not the only one. An alternative, more in vogue in the US periphery, is the dollarisation of neighbouring economies. This can take the form of a currency board, which can only issue domestic money against dollar holdings. But it can also result from the drift to using the US dollar more for domestic purposes.

Such absorption of small unstable local currencies by the key ones may now be a benign form of imperialism. It may also be an essential prelude to constructive diplomacy between the key currency countries themselves.

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171 873 5938 (please see fax to 'line'). Translation may be available for letters written in the main international languages.

Poor offer of insurance

From Mr Aidan Walsh.

Sir, I sympathise with Mr Roy Jenkins (Letters, April 3) who bemoans the lack of Europe-wide car insurance. However, the problem seems to be caused only by narrow-minded legislation in the UK and Irish Republic.

My wife and I drive high-performance cars. Yet our standard comprehensive cover includes any driver, in any country within the widest definition of Europe.

I investigated the possibility of insuring with a company which operates in Ireland, including the Irish company that is part of the group from which I purchase insurance in Austria. I was informed that, first, I must take up residence in Ireland, then the cover would exclude young and old drivers, and I would have to name those middle-aged people who might drive my car. The premium would also be very much higher than I now pay.

Having to pre-name drivers seems particularly anti-social. Were I to have such a policy and then die out rather more well than wisely, my insurance policy would preclude my asking a friend or neighbour to drive me home. It is not clear to me what the insurers gain from this.

Have we not yet progressed to a understanding that the motor vehicle has long ceased to be restricted by national boundaries?

Aidan Walsh, Am Modenapark 7/2, A-1030 Vienna, Austria

From Mr Zygmunt Tyskiewicz.

Sir, Companies reading Robert Taylor's interesting question and answer guide to European works councils (Management, "Entering into a new dimension", April 10), should do so with a degree of caution since it contains inaccuracies and misleading assertions.

This is particularly so as regards the section dealing with the so-called "Article 13 agreement", by which the obligation of the directive shall not apply to companies where "there is an agreement, covering the entire work force, providing for the transnational information and consultation of employees".

Robert Taylor makes it sound as if such agreements should be negotiated principally with national or European trade unions. Article 13 says no such thing. He then goes on to suggest that, after September 22 1996, a special negotiating body could see creation of a European works council, even if another body (created under Article 13) already exists. That is not what the directive says and, if it were, then Article 13 would become completely pointless.

As repeatedly stated by commissioner Pádraig Flynn, the directive is now designed to ensure that the subsidiary

requirements need never be applied. Instead, companies are offered the Article 13 procedure which allows them to set up, in agreement with their own employees, information and consultation systems tailor-made to their specific requirements and adapted to their existing consultation arrangements.

That wise concession for which Unice (the pan-European employers' federation) fought so hard, must be well understood and preserved. Zygmunt Tyskiewicz, secretary-general, Unice, rue Joseph II, 40 B-1040 Brussels, Belgium

Identity card a retrograde step for UK

From Mrs Gwyneth Dunwoody, MP.

Sir, Joe Rogaly's article "Playing the identity card" (April 8/9) struck a real chord. The only way the common frontiers of the EU could be made to work would be if everyone carried "papers" as in France. That would be a frightfully retrograde step.

Gwyneth Dunwoody, House of Commons, London SW1A 0AA, UK

From Ms Karen Toseland.

Sir, The most convincing argument against identity cards, and not mentioned by Joe Rogaly, is discussed by Michael Spencer in his book 1992 and all that - Civil Liberties in the Balance. He quotes what the data protection legis-

trator said at the time of the debate on the national card identity bill introduced by Mr Ralph Howell MP in 1989.

"The act of presenting a national identity card offers the opportunity not only to determine that this individual may be who he says he is but to record information about him. This opportunity is enhanced if, as seems likely, the card is designed to be machine-readable. Any information on the card can be recorded together with information on the whereabouts of an individual and the circumstances in which the card is used."

In order to administer and control the issue of national identity cards, it would seem necessary to form a population

register which could record the movement, from address to address, of all the individuals in the United Kingdom.

The registrar concluded: "The introduction of national identity cards and national identity numbers would mark a significant step along the path to the comprehensive recording and automatic processing of information about individuals. It is a step with potentially serious privacy implications for all United Kingdom citizens. From a privacy and data protection viewpoint the arguments suggest that the step should not be taken." I agree.

Karen Toseland, 14 Moel Fawr, View, Riverside Drive, Liverpool L17 7ET, UK

Economic policy not a matter of economics but of politics

From Dr James Ball.

Sir, If Mr Fabrizio Galimberti, writing from Australia (Letters, April 7), fails to see the logic of Robert Chote's conclusion (Economics Notebook, April 4), he is either obtuse or too far away from his homeland. Of course there are regional differences within a national economy and differences between regions: as say Lombardy and Abruzzi and Cheshire and Gwent.

But the bigger difference is that national regions can talk to each other, not only literally but culturally. Economic policy is not a matter of econom-

ics but of politics. The UK went through a period of significant change and severe disruption in the 1980s. Yet riots and strikes did not affect the basic nature of things: the Northumberland miner's daughter may be working for a City bank while the Manchester joiner's son has his own business a few hundred yards away.

These aspects of a nation state are important - in Modena or Malvern - because of the nature of parliamentary democracy. Mr Galimberti may speak English and I may speak Italian. But we are respectively

Italian and British and each carries with us a weight of cultural baggage which true Europeans should recognise. I was born in England of English and Irish parents, taught Latin as a child and educated in England, Greece and Italy: yet I am still lectured by Edward Heath (about as fluent a European speaker as he is in English) who was rightly ridiculed by Ian Robinson in his book *The Survival of English* (it did not survive Sir Edward Heath's treatment of it).

Mr Galimberti concludes his letter with a memory of the high-level of debate in the late

1980s. Perhaps he thinks that Mr Chote's photograph (please change - he looks rather too worried about his 11-plus) demonstrates your correspondent's youth and that Chote has the idea of that far-away decade. Both of them should read, or re-read the speeches of that period: Mr Galimberti may discover what nonsense it was, although Mr Chote may not forgive me for wasting his time.

James Ball, policy adviser, Thornburn Associates, 2 Cloth Court, London EC1A 7LP, UK



Whoever is worn
out from marathon
business meetings
behind closed doors
will be all ears for this
hotel offer: a weekend
with the "Puszta-
Riders" in the open air.
At KEMPINSKI. Where
local and international
business people meet.

THE PLACE FOR
SUCCESSFUL
PEOPLE
IN BUDAPEST



KEMPINSKI HOTEL GRAND CORVINUS BUDAPEST

Kempinski Hotels worldwide: Bangkok, Beijing, Berlin, Bombay, Brussels (1997), Budapest, Buenos Aires, Dallas, Dresden, Frankfurt, Hamburg, Hong Kong, Istanbul, Jakarta (1997), Leipzig (1998), Montréal, Moscow, Munich, San Francisco, Santiago, Warsaw (1997).

Global Partner of Daxit Hotels & Resorts

Make your reservation by calling 01 30 - 33 39 or by contacting your travel agency or Lufthansa reservation office.

Partner of Lufthansa Miles & More

سكرا من الاصل

FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL
Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700

Thursday April 13 1995

Behind the bid for Chrysler

Underpinning Kirk Kerkorian's approach to Chrysler is a dispute about how much capital American industry needs.

In the car business, says Chrysler, the answer is lots. It is competing in a global industry with a relentless thirst for cash for new models and sales rebates (that is, price-cuts). It has only just got its balance sheet back into shape: for the first time in 40 years it has no unfunded pension liabilities. And only four years ago it was on the verge of running out of cash for the second time in a decade. Evidence enough, it believes, that its grudging disbursement of cash to shareholders - it had to be prodded by Mr Kerkorian into raising its dividend last year - is prudent rather than miserly.

That is not the way Mr Kerkorian sees it. In the early 1990s, when Chrysler was on its knees, he bought his first stake in the company at just over \$10 a share. Since then, the company has recovered from imminent extinction to become the most profitable mainstream car producer in the world. Yet its shares have languished: they were less than \$40 (45¢) each before Mr Kerkorian's announcement yesterday, only four times 1994 earnings.

It is hard not to sympathise with his desire to push the price higher. In part, of course, his dispute is with the stock market, which refuses to give Chrysler - or US carmakers in general - the valuation that recent performance might seem to deserve.

But in part it implies a criticism of Chrysler's management, which

could do more, he believes, to ensure that the company's product market success is reflected in financial market valuation. Any company with \$7.5bn in liquid assets, a balance sheet far stronger than its main rivals, and sharply higher capital expenditure in prospect has scope, on this view, for decisive action to raise its share price.

The problem with this argument is not that it implies the stock market is wrong in valuing Chrysler so cheaply: markets make mistakes, after all. Nor is the mooted purchase of Chrysler so very implausible, given the company's cash and the possibility of attracting an overseas partner. Depending on how much the cash pile was run down, and whether there was indeed an overseas investor, Mr Kerkorian seems justified in claiming this would not be a "highly leveraged transaction".

The problem is more that the argument is reminiscent of those used to support the rush towards leverage of the 1980s. Then, academics and investment bankers argued that the world was becoming an inherently less risky environment for business, justifying higher levels of debt.

Chrysler's management believes a strong balance sheet is needed to avoid repeating past near-collapse. Mr Kerkorian appears to differ. By announcing an unfunded, unguaranteed non-bid, he has brought the issue out into the open. But he has much further to go before he can claim victory in the intellectual struggle, let alone the financial one.

EU social realism

The European Commission's social action programme for the next three years represents an important change in the direction of European Union social policy towards greater realism. The change has been driven by pressure from many European employers concerned about competitiveness and cost burdens on business, and by high unemployment and budget deficits. The upshot is that there is now much less enthusiasm for the legal imposition of minimum labour standards on all member states.

The future emphasis of social policy will be on ways of stimulating economic growth. In the words of the programme, a "new balance has to be struck between what is economically necessary and what is socially desirable. This change may not be enough to satisfy Mr Michael Portillo, the UK's employment secretary. But what is proposed is far removed in content and spirit from the agenda of social regulation pursued over the past five years by the Commission.

Mr Padraig Flynn, the EU social affairs commissioner responsible for the rather verbose plan, says he wants to encourage debate between employers and trade unions over a wide range of social issues such as training, protection of vulnerable groups of employees, and equal opportunities. Voluntary agreements will be the preferred way forward in future, as opposed to the imposition of new laws.

For many employers, Mr Flynn's

proposals will come as a relief. It is true there is still some unfinished business from the first social action programme to be implemented fully. Directives on working hours, rights for workers posted to work in another country, and part-time employment have yet to be fully resolved. Others - most notably the transfer of undertakings directive - may continue to create difficulties for member states, while future judgments from the European Court of Justice may also arouse disquiet among the business community.

But Mr Flynn will win strong support from employers for his determination to focus on ways of reducing unemployment through the introduction of measures designed to lift cost burdens.

His document specifically mentions the efforts of the recently created working group chaired by Mr Bertolt Molitor, a former German government economic adviser, to scrutinise the efficiency and clarity of existing directives in order to ensure they do not hinder competitiveness.

This does not mean the European Commission is ready to embrace the whole of the so-called Anglo-American labour market model, with its emphasis on deregulation and flexibility. Nor are countries like Germany and France going to start dismantling their social protections. But Mr Flynn's modest plans suggest that a welcome convergence is developing inside the European Union in the controversial area of social policy.

Benefit doubts

The new incapacity benefit for the long-term sick and disabled which comes into force today ought to do more to reduce benefit spending in the UK than any reform of recent memory. The principle of the new benefit is sound. But the practical consequences are another matter.

Failure to rein in the cost of invalidity benefit, which has more than doubled in real terms since the mid 1980s, would have made a mockery of the government's claim to be serious about controlling public spending. Well over 1.6m people are now claiming invalidity benefit, up from 700,000 in 1983. No-one doubts that a part of the rise comes from relatively fit individuals opting for early retirement, rather than a lengthy period on the dole. Often they have done so with the encouragement of both their personal doctors, and local employment officers. By imposing a universal, more objective, test of a person's incapacity for work, the new system ought to mean that every-one receiving the new benefit truly deserves it. As it stands, however, the reform has important flaws.

The first is its unfairness. Like the new Jobseeker's Allowance for the unemployed, which will come into force next year, the new incapacity benefit will not merely impose the stick of tougher eligibility requirements for recipients. It will also mean lower benefits for those who successfully pass the test. Part of the fall in income can be defended, in the case of the incapacity benefits, since it will

come simply from including the new benefit as taxable income. But recipients will also have to live on the lower, short-term benefit for a full year before receiving the maximum support, rather than the previous six months.

People without means who have shown themselves to be involuntarily dependent on the state because of illness or disability ought to be able to expect relatively generous treatment at the hands of the benefit system. If the government had faith in the toughness of the new medical test, it should have deemed the modest net incomes of the remaining recipients an unworthy target for further savings.

Different problems will arise with regard to the treatment of the extra 325,000 people who will fail the new test over the next three years. The department has made an effort to prepare employment offices for the influx of about 95,000 additional unemployment benefit claimants over the next two years.

But inconsistencies in the way that different benefits eligibility criteria are applied are likely to mean many, highly publicised, individual complaints, a good many of them justified. A more gradual, and equitable, reform would have reduced these dangers. Clearly, the government is gambling that high early savings will make up for the political costs involved. But on the worst case, it may also have condemned itself to a re-run of the early horrors of the Child Support Agency.

This month will see the conclusion of one of the biggest and most complex rounds of bidding in the history of the telecommunications industry.

By the end of April, consortia comprised of international and local companies must submit bids to provide basic and cellular telephone services for India, where the population is 900m, the economy is growing and demand for telephone lines far outstrips supply.

India had little choice but to open its telecoms sector to private and foreign investment: the government does not have enough money to provide even a rudimentary nationwide service, let alone modernise the system and expand capacity.

Tenders were issued in January for provision of services to 20 so-called "circles" - roughly corresponding to India's states - for a bid round the government hopes will lead to a multi-billion dollar improvement of the telephone network. There is no doubt about the opportunities presented by the opening of the Indian market. When bidding closes, the envelopes will contain offerings from consortia which include such groups as British Telecom, Singapore Telecom, AT&T of the US, Nippon Telegraph and Telephone of Japan, France Telecom, Telstra of Australia and others.

"Companies like BT have just got to be in emerging markets like this where there is every prospect of a long-term payoff," says Mr Ken Wells, BT's field manager in India. But the complexity of the bidding process leaves it unclear whether India's ambitious attempt to find a private-sector solution to its telecoms needs will deliver either the service the government wants or the sort of returns international telecoms operators require.

The deadline has already been postponed by a month while the government replied to hundreds of queries from potential bidders on issues such as the interconnectivity of public and private networks, the intended regulatory regime, revenue sharing and tariffs.

"There are still a lot of imponderables," says one western trade attaché. "A lot of money is involved and the margins are going to be very tight. Lots of companies are going in headlong and hoping they can change the rules afterwards."

The headlong rush is understandable. With just one line for every 100 inhabitants India has one of the world's lowest telephone penetration levels, compared with an average in all developing countries of five lines per 100 people, while the average for the Organisation for Economic Co-operation and Development countries is 47.5 lines per 100 people. Only a quarter of India's 600,000 villages have even a public

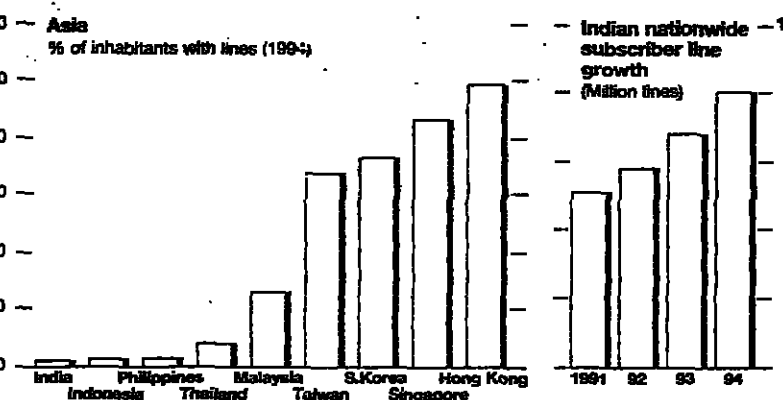
Opening a \$20bn market to international companies will not be an easy process, says Mark Nicholson

Indian summer for telecoms

Indian telecoms: opportunities down the line

Average annual revenues per direct exchange line 1993-94	Rupees
Bihar	10,944
Karnataka	10,944
Andhra Pradesh	10,944
Maharashtra	10,104
Punjab	10,025
Tamil Nadu	9,824
Gujarat	9,824
Rajasthan	8,808
Bihar	8,472
Northeast	8,472
Uttar Pradesh	8,316
Orissa	8,184
Assam	8,028
Kerala	7,932
West Bengal	7,668
Haryana	7,248
Madhya Pradesh	7,212
Jammu & Kashmir	6,408
Chhattisgarh Pradesh	5,864

Source: Dept of Telecommunications, ANI, Amr, J.P. Morgan



telephone, while applicants in the cities have to wait about two years for a line. "Just to keep up with other developing countries we would need between 50m and 60m new lines - an investment of about \$75bn," says Mr RK Takkar, India's telecommunications secretary. Estimates vary of the investment needed for even India's more modest immediate ambitions. Mr David Alan Cole, telecoms specialist with ABN-Amro Bank, reckons it would cost \$20bn over the next five years to meet the government target, announced last year, of a telephone "on demand" in urban areas and installation of one line to each phoneless village - a total of perhaps 10m new lines.

But India, with several states as big and populous as some European countries, is considered too vast for any single operator to tackle alone, or even with two or three partners. Hence the structure of the bid round, which seems designed to share the market among several big operators. The broad rules are clear

enough. The government requires international telecoms companies to combine with big Indian industrial companies to mount a bid. A 15-year operating licence in each "circle" should be awarded to the highest bidder - but there is a weighting system, for which the criteria have yet to be clarified, linked to commitments to rural services and new technology.

Foreign companies must be proven operators of basic or cell-phone networks and are limited to a 49 per cent stake in a bidding entity. Consortia can bid for as many circles as they wish, but foreign groups can tie up with only one Indian partner for cellular bids and one for basic services.

But these rules and the scale of investment have created headaches. "The paradox is that you need to bid for six or seven circles to be sure of winning two or three," says Mr Ashish Paul, projects manager for Telstra. "But if you actually win six or seven, what do you do? How do you finance that?"

Choosing a good Indian partner is another challenge. The principal Indian companies tend to have strong regional bases, implying strength in bids for some circles and weaknesses in others. BT, for instance, has lined up with Mahindra and Mahindra, an industrial group strong in the wealthy state of Maharashtra, while Telstra is with Southern Petrochemical Industries Corporation, which is well-established in southern states. But this raises the question of what happens if consortia win states where they have little local presence, and thus lack the influence which might be critical in dealing with state governments.

Preparation of bids for specific circles is also fraught with imponderables. Few telecoms executives doubt that India - as a whole and in the long term - will eventually provide a profitable market for private operators. But the viability of the market in each state over the relatively short life of a 15-year licence is another matter. Even simple esti-

mates of demand are difficult. "There is a lack of data available, things like realistic numbers for the gross domestic product of each state - it's incomplete," says Mr Iain Johnston, a telecoms analyst with JP Morgan in Hong Kong. "People are taking a stab at how many TVs there are in a given area and calculating demand for telephones from that - nobody knows."

Prices for telephone services in India are also low by world standards, and private operators will be pegged to present levels. They are also supposed to be limited to providing local services, with long-distance and international calls - the moneyspinners in the rest of the world - remaining a state monopoly. Telecoms executives are unanimous in wanting this to change, and the government has already said it will review its monopoly on long-distance services after five years.

There are further concerns. Few bidders are happy with the transparency or independence of the regulatory regime. The Indian department of telecommunications recently announced plans to split its functions into three arms: a services provider, a policymaking body and a three-person regulatory authority.

But many bidders say this leaves the public-sector provider - their competitor - uncomfortably close to the tariff-setting regulator. And while there is no doubt that there will be plenty of bids, it is not certain there will be bids for all 20 circles.

The few consortia which have declared their hands - BT says it is aiming for Maharashtra and Telstra is going for some of the southern circles - have set their sights on the richer states. They are betting that strong business demand in relatively prosperous areas will more than compensate for the obligation to provide costly, and probably loss-making, rural telephone services.

Prospects for poorer states are less promising, although Mr Takkar says he expects bids for every circle. But operators and analysts believe the bids will focus on the wealthier circles, which would not only leave some circles without private investors but also deprive the state telecom company of revenues it now uses to cross-subsidise its services in the poorer, rural states. Mr Paul of Telstra expects bids will cluster around only about half of the 20 circles.

The problem is not just that winning bidders will face difficulties with regulators and bureaucrats in their efforts to make a profit: India's vision of using foreign and private capital to improve telecoms throughout the country is also likely to be left incomplete.

US shadow over London law firms

John Mason and Robert Rice on the impact of the criminal charges facing a top City lawyer

London's legal community is perplexed and uneasy.

Mr Robert Morgenthau, the New York district attorney, last week charged Mr David Sandy, a partner with a top City law firm, with suppressing evidence to prevent its being seen by US investigators probing the fraud at the Bank of Credit and Commerce International.

Mr Morgenthau, who has headed prosecutions in the US over the collapsed bank, did not stop there. Four other partners with the firm - Simmons & Simmons - are among those accused of conspiring with Mr Sandy to tamper with evidence.

The US prosecutor's moves have triggered deep unease in London's commercial legal establishment, which has been shaken by the spectacle of one of its own facing serious criminal charges.

Not surprisingly, City lawyers have been anxious to play down the long-term effects the affair will have on the reputation of City law firms. "I am not surprised they have gone after him," said one. "We have come to expect that from the Americans. But it is a one-off."

Mr Sandy has been charged with three offences of suppressing evidence. The charges relate to his role as legal adviser to BCCI's majority shareholders, including the Abu Dhabi royal family and the Abu Dhabi finance department.

The core allegation is that he and others tampered with computer hardware and software that contained the business diary of Mr Zafar Iqbal, the acting chief executive of BCCI before his collapse.

The lengthy indictment details how Mr Sandy and others allegedly wiped computer discs, sabotaged a computer to prevent access to its hard drive and attempted to conceal print-outs of the diary.

Although it is alleged that six others were involved in the conspiracy, only Mr Sandy has been charged by the New York authorities.

Mr Sandy flew to New York on Tuesday formally to deny the charges. He is not disputing what happened, but insists no criminality was involved and says he was

merely acting legitimately in his client's interests. Simmons & Simmons has refused to comment on the affair, leaving it to Mr Rusty Wing, Mr Sandy's US lawyer, to field inquiries. According to Mr Wing, the deletion of information from computer discs was for "legitimate purposes". The prosecution is a "novel, untested and unprecedented application of New York law," he says.

Mr Sandy was released on bail until April 21. Any trial is expected to be many months away. But it is by no means certain that there will be one. It is widely believed the US authorities regard the case as a suitable one to attempt to negotiate a plea-bargain to secure a conviction on a less serious charge.

In the meantime, Simmons & Simmons is left in an uncomfortable position. Although not among the elite, Simmons is firmly established as one of the top 10 UK commercial law firms. It has 118 partners and 450 lawyers and, according to esti-

mates by Legal Business magazine, had a turnover of £72m in the 1993-94 financial year, with average profits per partner of £235,000.

What effect the affair will have on Simmons is not easy to predict. Examples of other firms of its size and standing finding themselves in this sort of predicament are rare.

In 1988 Mr Anthony Salz, a corporate finance partner at City solicitors Freshfields, came under the spotlight over his role as legal adviser to Guinness during the drinks company's takeover of Distillers. Although he was a member of the Guinness "war cabinet", he was never charged.

The only other leading law firm to find itself in a similar position to that of Simmons in recent years is Travers Smith Braithwaite, whose partner Alan Keat was charged with conspiracy to defraud in the 1991 Blue Arrow fraud trial. The case against Mr Keat was thrown out by the trial judge half way through the year-long trial, but by

that stage the firm had been under a cloud for almost two years.

Lawyers at Travers Smith are reluctant to talk about the experience, save to say that the sense of injustice within the firm about Mr Keat's treatment brought them closer together. Outwardly, clients were supportive. But privately some lawyers at the firm admit they can never be sure exactly what impact the affair had on their business.

Lawyers at other firms say Travers inevitably missed out on work it would otherwise have expected to get. "The suspicion is that something like that does more damage than you realise," said one.

The main talking point in City legal circles is the apparent lack of a motive for Mr Sandy's alleged actions. "It sounds an incredible tale," said one. "Why would you deliberately hide something which you would inevitably have to give up at some stage? The whole thing is implausible."

Whatever the outcome, the affair looks certain to highlight the stark differences in culture and attitudes between the legal establishments on opposite sides of the Atlantic.

OBSERVER

Polish rout for VE Day

■ Britain's foreign secretary, Douglas Hurd, encountered some heavy shrapnel yesterday in Warsaw. He was visiting UK policemen teaching their Polish counterparts how to recognise a money launderer when they see one. Hurd was a bystander at a row concerning where Poland's bigwig plans to be on the 50th anniversary of VE Day, commemorating the end of the second world war in Europe. President Lech Walesa has said he won't be going anywhere, after Chancellor Helmut Kohl made it abundantly clear he only wanted Americans, British, French and Russians in Berlin for its VE Day. No Poles, thanks.

But before saying he was staying put, Walesa forgot he had already accepted an invitation to go to London for its VE Day. At a meeting with Walesa yesterday, Hurd learned that the president will indeed not be going to London. Instead, Poland will be represented by Wladyslaw Bartoszewski, foreign minister, who was in the Polish resistance during the war. Meanwhile, Walesa has also made it clear he doesn't want prime minister Josef Oleksy attending President Boris Yeltsin's celebrations in Moscow. Oleksy late yesterday said he will, nonetheless, go. Walesa's spokesman, Leszek Spalinski, acidly commented that's

all that could be expected from a former communist who was so used to going to Moscow in the past, he couldn't shake the habit. Maybe Warsaw's politicians should call a truce first - then sort out where to celebrate the peace.

Easter fare

■ How are you spending Good Friday? In keeping with the Philippines' devout Roman Catholic tradition, five super-pious churchgoers - including, possibly, two Belgians - will be nailed to the cross in Pamanga, north of Manila. This is standard stuff, happens every year.

Probably better to follow the example of President Fidel Ramos, a Protestant with no history of guilt or masochistic tendencies. He plans to have a medical check over Easter, and urge his countrymen to follow suit. Observer is sticking to hot cross buns.

Home sweet home

■ Never mind derivatives - Swiss banks are still struggling to master mortgage lending. That at least appears to be the sardonic view of the Swiss Federal Banking Commission.

The commission's vice-president Jean-Pierre Ghelfi pointed out yesterday that the amounts the banks have lost in recent years in futures and options are "only a

fraction" of what they have lost in mortgage lending, "an area one would have thought was perfectly mastered by bankers".

Euro-Hunt, executive director, chimed in, noting that the Commission last year pushed the bankers' association into developing directives for assessing the value of mortgaged loans. "I must say that it is discouraging to have to legislate in such an elementary area," he said.

Waltzing Werner

■ Edvard Reuter bade the press a disappointingly tame farewell at his appearance during Daimler-Benz's traditional pre-results bash in Stuttgart on Wednesday night. He ran through his record, bragged mildly about setting up the world's biggest and most important transport technology group, and then disappeared.

All in all, a pretty poor show from a man who has been known to bite back, when poodle-like members of the German business media have forgotten their lapdog role and snapped a little too sharply at his heels.

His successor, Jürgen Schrempf, rose to the occasion. He appeared quite overcome by the moment. Reuter had long before slipped away when Schrempf was seized by the desire to dance a celebratory tuxedo with Helmut Werner, the boss of the firm's only profitable part, Mercedes.

The handsome Werner, once a rival for Reuter's office, was less than charmed and was obliged to demonstrate his muscle-power as he struggled to evade the Schrempfian grasp.

Suggestions from onlookers that Werner was prepared to dance only if he could lead, were considered undignified by the unhappy couple's press-minders.

Hot and spicy

■ If this one gets around we'll all be in trouble. Jimmy Lai, the quirky Hong Kong businessman who is launching a Chinese-language newspaper (to be called Apple Daily), has recruited pizza delivery boys as reporters.

"We feel that with the worsening traffic jams, pizza delivery boys know how to arrive at the spot the fastest... the details can be chased by other reporters," says Lai.

I'll have a Neapolitan feature with extra garlic, with a stock prices choc-flavoured supplement to follow. And some rooting-around beer.

Clunker, USA

■ So why is Lee Iacocca, the ex-boss of Chrysler, joining forces with Kirk Kerkorian to gobble up Chrysler?

Simple - his name fits the bill: I Am Chairman Of Chrysler Corporation of America.

Financial Times

100 years ago

Constantinople Railway
The report of Metropolitan Galatasaray of Constantinople from Galatasaray to Pera Ltd for 1894 states that there was a decrease in the number of passengers in the number of passengers carried of 295,114, and in the receipts of £1,264, as compared with the traffic of 1893. This falling off is accounted for by the earthquakes in July, as well as by the bad weather in the first three months of the year, and the cholera which raged in and around Constantinople nearly the whole of the 12 months.

50 years ago

Road interests favoured
Argentine railway companies have addressed a note to the National Transport Committee condemning the new general transport law proposals. The companies consider that, should the Bill become law, it would automatically be followed within a short time by the absolute ruin of the companies and the collapse of the railway system in which thousands of millions of pesos are being invested. The railway companies point out that the Bill shows a tendency to favour road transport systems.

Basle committee proposes greater flexibility

Banking group suggests self-calculation of risks

By John Gapper, in London

International bank supervisors yesterday proposed that some banks be allowed to use their own computer models to calculate how much capital they must hold against potential losses from financial trading.

The move marks a significant step towards a more flexible style of regulation, as central banks find it more difficult to exert detailed control over banks' activities because of the growing sophistication of financial markets.

Controversy over trading has been heightened recently by the collapse and takeover of Barings, the UK merchant banking group. Barings was brought down by \$800m (£1.3bn) of losses allegedly amassed by Mr Nick Leeson, a Singapore-based trader.

The Basle committee of supervisors from the Group of 10 industrialised countries said big banks would be allowed to use trading models to work out how much of their capital was at risk

from trading losses on any given day.

The proposal, which could apply to up to 100 of the world's largest banks, is part of an effort to impose minimum capital requirements for the trading of securities, foreign exchange and derivatives (instruments which derive their value from an underlying asset or index) by the end of 1997.

The endorsement of banks' own models, subject to a number of safeguards, is part of a longer-term shift towards supervisors monitoring banks' management and control mechanisms rather than imposing strict limits on their activities.

Mr Tommaso Padoa-Schioppa, chairman of the Basle committee, said the use of models was "an important novelty". But he said supervisors were "not giving banks too much flexibility to calculate the capital charge the way they want".

Smaller banks and those with limited trading activities are likely to calculate their capital

requirements using a formula set out by the committee two years ago. This was criticised by large banks for being too crude and inflexible.

Banks already have to allocate minimum levels of capital against their trading activities under the 1988 Basle Accord. They have not had to set aside capital for their rapidly expanding trading activities until now.

Some analysts believe that the move of large banks such as J.P. Morgan, the US bank, away from lending and towards trading on financial markets, has been encouraged by the fact that trading does not consume capital set aside to meet regulations.

Banks using internal models will have to set aside three times the amount of capital they calculate to be at risk. They will also be penalised by having to set aside extra capital if their models fail to predict accurately trading losses.

Basle model for banking safeguards, Page 22

BT and BNL form Italian joint venture

By Alan Carne in London and Robert Graham in Rome

British Telecommunications sealed another link yesterday in its chain of alliances across Europe with a joint venture in business telecoms in Italy, Europe's fourth largest telecoms market.

The alliance with Banca Nazionale del Lavoro, a leading Italian bank, which operates the country's biggest private telecoms network, comes as new partnerships are forming ahead of the full liberalisation of the market in 1998.

BNL and BT said they were forming a new company, Alcom, with the intention of capturing at least 20 per cent of the market for fixed-line business communications, worth some £4,000m (£2,400m) a year.

The Italian business communications market has been targeted by other international telecoms companies, including Cable & Wireless of the UK, which recently won a contract to handle the telephone and fax communications of Eni, Italy's state-owned energy and chemicals group.

BNL and BT are committed to investing about £150m (\$240m) over the next decade to update BNL's voice and data network.

BT will own 50.5 per cent of the new company, with BNL holding the remainder. The chief executive, who has been chosen but whose name has not been disclosed, will be Italian.

France is now the only leading European country in which BT has yet to announce an alliance or joint venture to enable it to take advantage of EU rules forcing the liberalisation of telecoms across Europe after 1998.

The partnership between BT and BNL is expected to intensify the longer-term competition faced by Telecom Italia and its parent company Stet, which are due for full privatisation later this year. The former state monopolies are working to preserve their market share.

Telecom Italia argues that many of the biggest Italian companies, including Benetton and Fiat, have selected it to handle their telecoms services.

Indian summer for telecoms, Page 15
See Lex

THE LEX COLUMN

Driving Chrysler into play

Chrysler is not the most obvious target for a takeover attempt. It is well managed and its 11.5 per cent operating margins are the envy of the world automotive industry. Since the company came close to the brink earlier in the decade, management has done an exemplary job of restructuring the group, leaving little scope for any predators to sweat assets further.

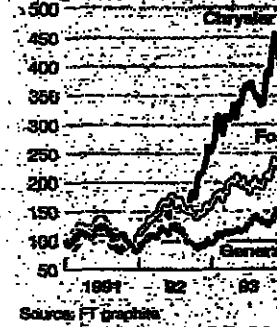
The key to Mr Kirk Kerkorian's manoeuvre is the derisory rating assigned to the company's shares. Before yesterday's announcement, the shares traded on a multiple of about four times expected earnings for the current year, implying that Chrysler is once again heading to disaster. But it is only a matter of months since the US automotive market has turned. And such a view also gives no credit to what the management has achieved since the last recession. The rating must have been a serious frustration for Kerkorian, as a large shareholder, but it is also an opportunity.

Despite the vagueness of Kerkorian's financing plans, there is little doubt that a deal would be feasible, given the \$7.5bn of cash on Chrysler's balance sheet and the similar amount that it will generate this year. The issue, though, is whether Kerkorian really wants to end up the owner and manager of a large car company. More likely is that he intends to flush out other interested parties by drawing attention to the lowly valuation. This may lead to a full-scale bid for the group from another party, but no doubt Kerkorian would be satisfied with a buyer for just his stake.

FT-SE Eurotrack 200: 1978.7 (-1.6)

US car manufacturers

Share prices (index)



Source: FT Graphics

significantly greater capital resources. So far, capital expenditure on building the European operations has been small even if the costs of expansion are already diluting group earnings. Whether the international strategy proves successful will not become clear until the next century. Meanwhile, domestic issues will remain the main influence on the share price. Following the shares' sharp underperformance since the end of January, they are on a generous prospective yield of 6 per cent - but that fairly reflects the risks of a regulatory crackdown. Moreover forthcoming telecoms privatisations in Europe will provide alternative, attractive investments.

Japanese airlines

Japan's two big airlines, JAL and ANA, are in danger of becoming nautical dinosaurs. Although they operate from Asia's biggest domestic market, enjoy low fuel and financing costs, and compete in the world's fastest-growing region for civil aviation, their long-term trajectory looks ever downward.

They have, understandably, suffered from Japan's economic torpor. But the impact of recession has been compounded by domestic deregulation. This has particularly hit ANA, the dominant local carrier, which has reacted by attacking JAL through the expansion of its international network. In theory there should be room for both: international traffic out of Japan is growing fast, as Japanese tourists begin to enjoy package holidays. But revenues are growing more slowly than volume: cost-conscious consumers are forcing down prices by

increasingly picking other low-price Asian carriers or even US operators. The Japanese airlines have reacted by cutting costs aggressively, as was demonstrated yesterday by JAL's announcement that it is to reduce headquarters staff by a third. Already aircraft deliveries delayed, cabin crew costs reduced, support services contracted out, and stakes in other carriers disposed of. But despite such efforts, the yen's ever-greater strength means that in dollar terms the cost gap between the Japanese and other Asian carriers continues to widen. If present conditions continue, it is difficult to see how Japanese airlines can escape an ever accelerating tail-spiral.

RMC

RMC's conservative dividend policy is good news for shareholders. Unlike most of its peers, the company maintained or increased dividends throughout the recession. By keeping dividends close to three times in a recovery year, the company has left itself plenty of leeway to reduce cover during a cyclical downturn. Although the 8.5 per cent dividend increase appears paltry in the context of a 59 per cent pick-up in profits last year, total returns have consistently outpaced other UK construction companies. This is because RMC's share price has outperformed the sector by 160 per cent since the start of 1989.

The lesson is that fund managers are capable of taking a long-term view when they have faith in a company's management. In this case, RMC's proven ability to generate strong returns on its investments, without recourse to shareholders for further funds, means shareholders are ready to stomach some stinginess on dividend payments. RMC's 5500m investment in its Berlin cement works is a case in point. Shareholders took the investment in their stride, despite the fact that many of RMC's peers have burnt their fingers in the former East Germany. Of course, with 40 years' experience in Germany, the company was better positioned than most.

Yesterday's profit-taking is unlikely to topple RMC from the sector's pole position. Although its profits upsurge relied partly on economic recovery, its premium rating is justified by its exposure to recovering continental Europe and its ability to generate cash.

See additional Lex comment on Forte, Page 23

\$23bn plan to buy out Chrysler

Continued from Page 1

were bought with large amounts of debt.

After the deal, Chrysler would have "at least \$5bn" of equity and about \$12bn of debt, including the \$1.4bn it already owes. At this level, it would be less leveraged than either Ford or General Motors, and not comparable to the biggest buy-outs of the 1980s, Mr Yemendjian said.

Standard & Poor's, the US rating agency, said if the buy-out was completed it would consider lowering Chrysler's debt rating below investment grade, a level it rose above only last year.

Mr David Healy, an independent analyst, said Chrysler's directors would find it difficult to reject the approach, following the sharp rise in the shares. "It will be very hard for Chrysler's management to put the genie back in the bottle," he said.

Chrysler's shares were trading at \$48 at lunchtime, up 89¢ on the day.

Brussels inquiry into Crédit Lyonnais aid

Continued from Page 1

announced in March. A final ruling could take months.

Mr Jean Peyrelevade, the bank's chairman, has warned that if the terms of the package are toughened, the survival of the group could be jeopardised. His comments followed complaints from French politicians and banking competitors that the conditions of the rescue were too lenient.

The inquiry into the controversial bail-out will be a challenge for Mr Karel Van Miert, the competition commissioner, as it is the first into proposed state aid to a bank. His spokesman said yesterday that the announcement of an inquiry was "not a declaration of war", but the Commission needed more information.

"We are talking about a slimming course for Crédit Lyonnais which will have to concentrate on its core banking activity while waiting for privatisation," the spokesman said. The French gov-

ernment intends to privatise the bank, the country's largest, after strengthening its balance sheet.

Under the plan, about FF135bn of the bank's assets will be moved out into a separate company and eventually sold. This is expected to result in losses of at least FF50bn, which will be underwritten by the state and, in theory, repaid by future profits and the proceeds of privatisation.

The inquiry will also look at the consequences for competition of a capital injection last year by the French government of FF18.8bn. Mr Van Miert has taken advice from banking experts, including three central bankers, and concluded that, while banks are a particularly sensitive area because of the need to protect investor confidence, there is no reason why normal competition rules should not apply.

The Commission stressed that there was no question of Crédit Lyonnais facing bankruptcy.

Daimler-Benz to shed further 19,000 jobs

Continued from Page 1

50 per cent slump in world demand for aircraft, to be expected to absorb all the impact of the US currency's decline.

Dasa, which lost DM438m in 1994 after a DM594m deficit the previous year, was likely to break even this year following an expected "drastic" improve-

ment and further job cuts.

Mercedes-Benz, the group's primary source of turnover and profits, which earned DM1.85bn net last year after a deficit of DM1.2bn in 1994, would show a marginally improved result, Mr Reuter said.

Total deliveries of cars had risen by 9 per cent in the first two months of the year, despite a

7 per cent decline in Germany.

Mercedes-Benz sales in the first quarter had risen some 8 per cent to DM16.6bn. AEG and the Dohis services arm showed no change, while Dasa had reported a 20 per cent decline to little more than DM2bn.

Negotiations are under way on unspecified further disinvestments at the AEG electrical

engineering division.

Mr Reuter, who retires next month and hands over control of Germany's biggest industrial group to Mr Jürgen Schamp, former head of Dasa, said he was well satisfied with his record. Daimler was on the right path and the conditions for success had been fulfilled, he said.

FT WEATHER GUIDE

Europe today
A strong area of high pressure across the UK will keep most of western Europe dry with sunny spells extending from the British Isles towards the Benelux. Western France will have plenty of sun and spring-like temperatures. Spain and Portugal will remain mostly sunny with temperatures as high as 28C across the interior. Low pressure in eastern Poland will produce rainy and cool conditions over the northern Balkans. The area around the Alps will have outbreaks of rain, with snow levels falling to about 1,200 metres. Russia will continue warm with sunny spells. Most of Italy will have a lot of sun and temperatures around 17C but northern regions may have showers. Greece and southern Turkey will have scattered showers.

Five-day forecast
High pressure over the UK is expected to move west, allowing depressions to develop over central and western Europe. Most regions will have showers or rain and temperatures will fall slightly. Only the southern UK will remain dry and there will be sunny spells. The central and eastern Mediterranean will have showers and temperatures around 19C.

TODAY'S TEMPERATURES

Location	Max	Min	Location	Max	Min	Location	Max	Min
Abu Dhabi	35	25	Amsterdam	13	10	London	17	13
Accra	35	25	Athens	16	13	Madrid	22	14
Algiers	20	15	Bahia	23	18	Moscow	15	10
Ankara	13	8	Bangkok	36	26	Nairobi	27	17
Antwerp	13	10	Beijing	22	14	Paris	17	13
Azores	18	13	Bombay	33	23	Rangoon	36	26
Bahia	23	18	Buenos Aires	23	18	Seoul	20	15
Bangkok	36	26	Cairo	26	18	Singapore	33	23
Barcelona	18	13	Cardiff	14	10	Stockholm	11	6
Bombay	33	23	Chennai	33	23	Taipei	23	18
Buenos Aires	23	18	Cebu	33	23	Tokyo	17	12
Cairo	26	18	Dakar	24	19	Ulaanbaatar	10	5
Cardiff	14	10	Dallas	24	19	Vancouver	11	6
Chennai	33	23	Delhi	33	23	Wellington	17	12
Cebu	33	23	Doha	33	23	Zurich	12	7
Dakar	24	19	Dubai	33	23			
Dallas	24	19	Edinburgh	14	9			
Delhi	33	23	Faro	29	19			
Doha	33	23	Frankfurt	18	13			
Edinburgh	14	9	Glasgow	12	7			
Faro	29	19	Hamburg	12	7			
Frankfurt	18	13	Helsinki	12	7			
Glasgow	12	7	Hong Kong	28	18			
Hamburg	12	7	Kuala Lumpur	33	23			
Helsinki	12	7	Lima	20	15			
Hong Kong	28	18	Lisbon	18	13			
Kuala Lumpur	33	23	London	17	13			
Lima	20	15	Los Angeles	20	15			
Lisbon	18	13	Madrid	22	14			
London	17	13	Moscow	15	10			
Los Angeles	20	15	Nairobi	27	17			
Madrid	22	14	Paris	17	13			
Moscow	15	10	Rangoon	36	26			
Nairobi	27	17	Seoul	20	15			
Paris	17	13	Singapore	33	23			
Rangoon	36	26	Stockholm	11	6			
Seoul	20	15	Taipei	23	18			
Singapore	33	23	Tokyo	17	12			
Stockholm	11	6	Ulaanbaatar	10	5			
Taipei	23	18	Vancouver	11	6			
Tokyo	17	12	Wellington	17	12			
Ulaanbaatar	10	5	Zurich	12	7			
Vancouver	11	6						
Wellington	17	12						
Zurich	12	7						

Situation at 12 GMT. Temperatures maximum for day. Forecasts by Meteo Consult of the Netherlands

Constant improvement of our service. That's our commitment.

Lufthansa

Expertise in U.S. Private Placements

Amersham
The Health Science Group
Amersham International plc
Private Placement of
US\$35,000,000
Senior Unsecured Notes due 2002 and 2005
Arranger

HARDY
Hardy Oil & Gas USA Inc.
Private Placement of
US\$60,000,000
Senior Unsecured Notes due 2004
Guaranteed by
Hardy Oil & Gas plc
Arranger

KERRY
Kerry Ingredients Inc.
and
Kerry Ingredients (Canada) Inc.
Private Placement of
US\$200,000,000
Senior Unsecured Notes due 1997-2010
Guaranteed by
Kerry Group plc
Arranger

Pioneer
Pioneer Concrete of America Inc.
Private Placement of
US\$50,000,000
Senior Unsecured Notes due 2004
Guaranteed by
Pioneer International Limited
Arranger

NATWEST MARKETS
Corporate & Investment Banking

Issued by Natwest Markets Bank Plc, regulated by (FSA)

ILL/4.95/01

The approach to Chrysler

■ Rich dealmaker links up with yesterday's boss ■ For today's most profitable US carmaker, tomorrow the world

Twice back from the brink, again on the spot

Haig Simonian tells how management brought about the latest renaissance

A five-star overhaul

The rags-to-riches story of Chrysler's corporate turnaround in the 1990s has become the stuff of business school textbooks.

In less than four years, the company's standing has shifted from deep uncertainty about its future to pride as the most profitable of the US carmakers, in spite of being the smallest of Detroit's "big three".

The renaissance came thanks to a mixture of attractive and innovative new models, vastly improved production techniques, severe cost controls and wide-ranging disposals. In that respect, Chrysler's "formula" does not differ from that adopted at other ailing car makers in the past, or, most likely, in the future.

Ironically, Fiat of Italy, with which Chrysler was considering a merger during part of 1989 and 1990, is in the throes of much the same process. The Italian group, which reported a deep loss in 1993, has returned to profitability with an almost identical strategy.

But the Chrysler story is slightly different, and all the more impressive, for two reasons.

Although smaller than General Motors or Ford, it is still a very substantial producer.

Steeped in the corporate culture of Detroit, such radical changes met with greater resistance than for a smaller European manufacturer.

Moreover, the pressure on Chrysler was probably greater than on any other producer in a similar boat.

Japanese imports had already captured a large slice of the US market. However, the onset of production from Japanese "transplant" factories in the US, built at new

sites with a clean labour relations slate, magnified the threat to its survival.

It is a testament to the quality of Chrysler's management that the group was able to pull off its rejuvenation so quickly. The turnaround had four main elements.

● New models. Chrysler has made a name for itself for innovative cars which do not just look different, but, in some cases, have exploited previously ignored niches in the market.

Its foray into the field of "minivans", epitomised in Europe by the Renault Espace, is the most striking example.

Chrysler's Voyager minivan, produced under a variety of marques, has been a roaring success in the US, where it carved out a niche for flexible "people-carriers".

Its up-market Jeep models have done much the same in trendy off-road vehicles.

Like Britain's Range Rover, the Jeep Grand Cherokee has fit a gap for a rugged (if only to give city dwellers a vicarious taste of country pursuits) four-wheel-drive vehicle capable of being used off-road, but more often eased down to the shopping mall.

Even in the relatively conventional sector of full-sized saloons, the group's LH range caught popular attention because of its bold styling and keen prices.

● Chrysler's most innovative model, the small Neon saloon, has combined its growing design and engineering strengths with novel production techniques, the second element in the recovery formula.

Chrysler spent a considerable time studying the manufacturing technology of Japanese car compa-



Robert Eaton, chairman, with 1990 version of the group's minivan

nies. The Neon, also due to be sold in Europe, is one of the first fruits of that strategy.

Manufacturing has been simplified and reorganised to lower costs and improve quality. Moreover, the new techniques have allowed the company to devise and introduce new models much faster than before.

So great has been Chrysler's achievement that many manufacturers, including some of the Japanese, see it as the "benchmark" for efficient production technology.

● Manufacturing innovation has gone hand in hand with radical cost controls. Productivity has risen substantially, while production costs have been cut by a variety of methods, including slashing the number

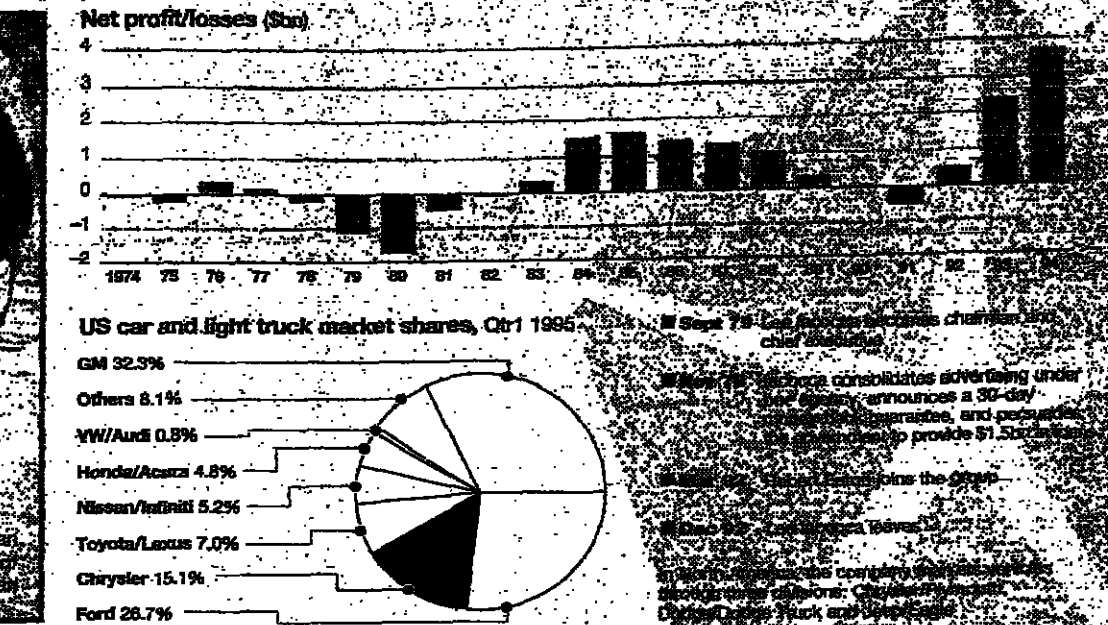
of suppliers and developing particularly closer relationships with those that remain.

● Disposals have formed the final part of the strategy. Chrysler has sold a slew of non-core businesses over the past four years, helping it to raise capital for car development and focusing management efforts on the core auto business.

In 1993 alone, Chrysler sold its stake in Mitsubishi (netting \$71m after tax), components companies and Lamborghini, the Italian luxury cars producer. The trend continued last year with the sale of its car wiring division.

The result of such policies has been a progressive climb in sales and earnings.

Net profits reached \$3.71bn last



■ GLOBAL STRATEGY - By John Griffiths

Grand designs home and away

Mr Robert Eaton, Chrysler's chairman, has made no secret of his intention to turn it into "the premier auto company in the world" by 2000.

It is moving with increasing aggression into Europe's 14m-unit-a-year new car market, and into Asia and other markets outside North America. To help achieve the goal, it is engineering from scratch an ever wider array of vehicles in both right- and left-hand-drive. Its declared aim at least to double its sales outside North America to more than 200,000 by the end of the decade is already appearing modest.

Chrysler's US-built Neon, a potential rival for cars like the Ford Escort, has begun to be sold in Europe. A plant in Graz, Austria, is already the production base for Jeeps and Voyager vans, with other additions potentially to follow. It has small volume kit assembly operations in China, Venezuela, Egypt and Malaysia, with similar ventures starting in Indonesia and Thailand.

As part of its Asian push, in Vietnam it is planning to invest \$199m in making Jeep four-wheel-drive vehicles, light trucks and a version of its Neon saloon. Long term, the aim is to export some of the production to other Asian markets. Chrysler is not, however, proceeding without caution.

Chrysler has already indicated it would pull out of a \$1bn plan to build minivans in China, because it fears other Chinese car makers may be allowed to use the technology without its control. Unauthorised replicas of Jeeps are already being built by some small Chinese companies.

If it is "tomorrow the world", the US still dominates Chrysler's sights. The long recovery in the new vehicle market is now widely believed to have passed its peak.

Total car and light truck sales fell by 4 per cent in the

first quarter, the overall figure disguising a sharper decline of 5.2 per cent in March. Earlier this week, Chrysler revised downwards, for the third time this year, its own forecast of the 1995 new vehicle market, from 15.9m to 15.5m units.

But pessimism is easily overdone. US vehicle sales - total cars and trucks - had risen for three years in succession to the end of last year. The total March market was still the second best for the month since 1988. And Chrysler's own aggressive products and marketing strategies are continuing to pay off. Its first quarter share of new car sales has risen to 10.6 per cent from 9.8 a year ago.

But there are problems in the so-called "light truck" sector, embracing pickup trucks, four-wheel-drive Jeep leisure/utility vehicles and the minivan ranges it pioneered, where sales have fallen by about 11 per cent. An incentives war is already raging in the minivan market.

Production is still running above last year's levels, and the soaring yen and major competitiveness improvements by Chrysler and its domestic rivals are keeping Japanese competition at bay.

But this is an industry where under-investment can quickly lead to disaster and Chrysler, financially the best prepared for a downturn of the US car-makers, has no intention of falling behind. Between this year and 1998, it plans to spend \$300m on new product development and plant improvements - a 48 per cent rise on the previous four-year period.

More flexible manufacturing processes, shorter product cycles and a greater variety of adventurous designs are all intended to keep up the momentum which has transformed its fortunes from 1990, the most recent occasion when it was on the brink of collapse.

■ KIRK KERKORIAN - By Richard Tomkins in New York

The man who sold Dorothy's slippers



Kerkorian: obsessively private

There is something of the late Howard Hughes about the obsessively private Mr Kirk Kerkorian. On the rare occasions that he talks to the press, Mr Kerkorian likes to say that he is an extrovert by comparison. But he has a Hughes-like penchant for airlines, casinos, and - as yesterday's move on Chrysler indicates - spectacular deals.

He is also very rich. A junior high school drop out and son of an Armenian immigrant fruit farmer, he has spent his working life wheeling and dealing his way to a personal fortune, estimated by Forbes magazine last year at \$2.5bn.

Kerkorian "Kirk" Kerkorian was born in Fresno, California, in June 1917. Twice married, he has had two children. A combination of his children's names, Tracy and Linda, provides the name for the investment vehicle through which he has done so many of his deals: Tracinda Corporation.

After stints as a boxer, Mr Kerkorian learned to fly and served with the Second World War, training US fighter pilots. Afterwards he started flying war surplus aircraft across the Atlantic, then built up his own charter airline business in the US.

In 1969, after selling the charter airline business for a substantial profit, he started on a career as an investor by acquiring a controlling stake in the Metro-Goldwyn-Mayer film studios in a hostile bid. In the same year he acquired control of a now-defunct passenger airline called Western Airlines and opened what was then the biggest hotel and casino complex in Las Vegas, the International.

By 1970 it looked as though Mr Kerkorian had bitten off more than he could chew. His rapid expansion had run him heavily into debt, and unexpected problems were hitting profitability at MGM and Western Airlines. But he exorcised himself from his difficulties by selling the International casino, his private jet and other assets.

Soon afterwards, in 1973, he embarked on another gamble by opening his first MGM Grand hotel and casino complex in Las Vegas - again, the biggest complex in town at the time. In 1980 the casino was to become renowned as the scene of a fire that killed 85 people, and in 1988 Mr Kerkorian sold it to another

casino operator called Bally's.

Last December Mr Kerkorian opened an even bigger hotel and casino complex in Las Vegas: the spectacular \$1bn MGM Grand resort, comprising a theme park and a gaming floor as big as Yankee Stadium. But while he continues to profit from his casino interests, and while the MGM name still adorns them, the MGM film studio interests have long since gone.

The story of the film studios is one of a series of labyrinthine deals in which Mr Kerkorian added United Artists to the company in 1981; sold a chunk of its home entertainment interests to the public in 1983; tried to take the company private in 1984; sold most of it to Mr Ted Turner in 1986; bought most of it back again five months later; then eventually sold the remains to Mr Giancarlo Piretti's Pathe in 1990.

Some in the film industry have still not forgiven Mr Kerkorian for his treatment of the MGM film studios during his period of ownership, accusing him of asset stripping the business in the manner of a corporate raider and leaving it as a gutted shell. Its library of classic films were

divested, the historic Culver City lot went - even the ruby shoes worn by Judy Garland as Dorothy in the film *The Wizard of Oz* were sold.

By the time the company was acquired by Mr Piretti, MGM was said to have been so poor that it could not afford to print posters promoting its own movies. Mr Peter Bart, a former MGM executive who wrote a book called *Fade Out* about the company's decline, said: "There I was, scratching around for relics of past greatness, and all I found was Kirk Kerkorian playing poker in the ruins."

Images like these are likely to lead to concerns about what Mr Kerkorian will do to Chrysler if he and Mr Iacocca, who have been friends since Mr Kerkorian first took his stake in Chrysler, succeed in taking the company over.

Yesterday Mr Kerkorian appeared to be trying to lay these fears to rest, suggesting that he saw his role as an investor rather than as active participant in the running of the company. But anyone in the film industry who is asked for their advice is likely to offer the warning: "Remember Dorothy's slippers".

■ LEE IACOCCA - By Kenneth Gooding

He led and then got out of the way

In the mid-1980s Lee Iacocca was one of the best-known people in the US. A poll showed that 93 per cent of Americans could correctly identify him and 78 per cent viewed him favourably. His autobiography went straight to the top of the best-seller list and stayed there for 36 weeks, selling 4m copies worldwide.

None of this would have happened had Iacocca achieved his long-held ambition to become chairman of Ford Motor. Henry Ford II, grandson of the founder, foiled Iacocca and fired him in 1978. According to Iacocca, Ford explained simply: "I just don't like you."

Within months Iacocca had been hired by the rival Chrysler Corporation, third-largest of the US car groups and seemingly on the brink of extinction.

Born Lido Anthony Iacocca, on 15 October, 1924, the son of an Italian who arrived in the US at the age of 12, he grew up in Depression poverty in Allentown, Pennsylvania.

Prodigious by his ambitious father, Iacocca earned degrees at Lehigh and Princeton universities and in 1946 he joined Ford as a young engineer. He became head of Ford's car division in 1967 then made his reputation in 1964 after overseeing the development of the Ford Mustang sports car.

His success with the Mustang helped propel him to the Ford presidency in 1970, but a determined run at the chairmanship saw him involved in an ugly internal corporate battle before Henry Ford fired him.

Taking over as chairman of Chrysler, at the age of 53, Iacocca showed tremendous energy. With the help of

former colleagues from Ford, he brow-beat component suppliers into giving Chrysler big price cuts. He played the leading role in Chrysler's television advertising campaign, blatantly appealing to viewers' patriotism.

Most importantly, he badgered the US government into giving the corporation \$1.2bn of loan guarantees. This bought time for the group to launch a raft of new products, including what was then a new style of vehicle, a "minivan".

By 1984 Chrysler, which four years previously had reported a \$1.7bn loss, then the biggest in US corporate history, had paid back \$1.2bn of government-guaranteed loans seven years early and reported a net profit of \$2.4bn.

In the next eight years, Iacocca's reputation suffered. In 1990, when

Chrysler's profits dropped by 80 per cent and its dividend payment was halved, Iacocca's salary was increased by 15 per cent to \$4.58m.

But, as far as Wall Street was concerned, his biggest sin was to take Chrysler on a diversification spree into aerospace and defence. At the same time Iacocca imposed a top-heavy holding company structure that sent Chrysler's costs soaring.

So, at the start of the 1990s, Chrysler's survival was once again in doubt. Yet it was in his final years as chairman that the seeds of recovery were sown.

After repeatedly asking Chrysler's board to extend his period at the top, he reluctantly retired as chairman at the end of 1992. Since then, he has flung himself into the leisure and entertainment business. He became a



Iacocca: tremendous energy

director of Kirk Kerkorian's Las Vegas hotel and casino business, MGM Grand, in 1993. He has backed startup ventures in olive-oil margarine and in-flight entertainment. And he is leading a project to create four casinos on lands owned by Indian tribes in Oregon.

■ ARE TAKEOVERS BACK IN FASHION? - By Maggie Urry in New York

If evidence were needed that takeovers are back in fashion in the US, yesterday's proposed bid for Chrysler would do it. To merger and acquisition professionals on Wall Street it was almost like the late 1980s again.

Almost, but not quite. This time around there are significant differences. So far the excesses of the 1980s junk-bond-financed, break-up bids have not reappeared. Instead there is a drive to do deals which make sense strategically, such as consolidations within industries and divestments of subsidiaries.

Last year the value of mergers and acquisitions announced in the US, at \$341bn (\$213.10bn), just topped the previous annual record

A step back towards those hostile late 1980s

of \$336bn in 1988, according to figures from Securities Data. The first quarter of 1995 witnessed another \$90bn worth of transactions, 35 per cent up from the first quarter of 1994, although slipping from totals of each of the previous three quarters. Bankers expect 1995 to be another record year.

The second quarter had already got off to a cracking start before the approach to Chrysler. On Tuesday Zurich Insurance agreed a \$2bn offer for Kemper, the insurance and fund management group, and over the weekend Seagram, the drinks

company, hammered out a \$6.7bn deal to buy 80 per cent of MCA, the entertainment group. Last week, in the defence sector, Raytheon agreed to buy E-Systems for \$2.5bn.

While the activity last year was largely companies selling subsidiaries, the scene has been shifting towards purchases of whole companies, increasingly through hostile bids. In the peak year of 1988 nearly two-thirds of acquisitions were hostile, but in the first quarter of this year unopposed bids accounted for only 16 per cent of approaches, although that is up from 8 per cent

last year. Many of the hostile bids come from non-US companies such as Luxottica of Italy, which is currently pursuing US Shoe, and the bid by BFP of Britain for National Gypsum.

One in and a specialist says that hostile bids are again being seen as acceptable, and more are likely if current offers succeed. Shareholders in target companies appear ready to accept offers if they think the price is right. For instance, many US Shoe shareholders have indicated that a higher offer from Luxottica would win the day. Earlier this week Clark Equipment

accepted an offer from Ingersoll Rand once it increased its bid from \$77 to \$86 a share.

Mr Rick Escherich, a market strategist in JP Morgan's M and A department, who follows trends in takeovers, says that Ingersoll Rand's success showed that "when you put a lot of money on the table you get what you want".

That money though is less likely than in the 1980s to come from heavy borrowings either through the junk bond market or from banks. However, Mr Escherich

believes "the money is there" for carefully considered transactions. "Bank financing has picked up," he says, "and I would expect the junk bond market to be receptive to well thought through deals."

That apparently did not apply to last year's \$88 a share bid by Conoco, the US insurer, for Kemper which fell through in November when Conoco could not put the financing together. With Zurich's bid, a demerger of its broking business, Kemper's value was finally put at \$51 a share. It may not hold true either for Tracinda Corpora-

tion's possible offer for Chrysler.

The problems which some of the highly leveraged deals of the late 1980s experienced may deter buyers from following the same course this time round. Break up bids - where the buyer aims to sell all the parts of the business for a total price higher than it paid - are less likely. Mr Escherich says: "I don't see break up bids coming back, partly because the big tax incentives are no longer there."

However, the strong market for purchases of subsidiaries means that bidders are confident of being able to sell parts of a target business, they do not wish to retain, at a good price. That confidence should support takeover prices.

صكنا من الاصل

INTERNATIONAL COMPANIES AND FINANCE

Bull sell-off details imminent

By John Ridding in Paris

The French government is finalising the first stage of the privatisation of Groupe Bull, the loss-making computer manufacturer, and is expected to announce the operation within the next few days.

The announcement, described as imminent by official sources, is expected to involve a large stake for NEC of Japan and an investment by Motorola of the US.

However, the French government, in conjunction with "state-owned" France Telecom, is likely to retain a majority stake pending a second operation expected later this year.

The privatisation commission, an independent body which advises the government on sales of public-sector assets, is completing its study of the

various bids for stakes in the French group. The final authorisation of the operation requires the go-ahead from the office of Mr Edouard Balladur, the prime minister.

The French government is committed to privatising the computer group under the terms of a capital increase of FF11bn (\$2.3bn) which was approved by the European Commission last year.

The capital increase was necessary to rescue the French company, which has suffered losses of more than FF20bn over the past five years.

Losses have been substantially reduced since the implementation of a restructuring plan by Mr Jean-Marie Descarpentries, who took over as chairman in autumn 1993. Last year, it reported a profit at the operating level and is forecasting a net profit this

year. As part of the first-stage privatisation operation, NEC of Japan, which already co-operates with Bull in areas such as mainframe computers, is expected to raise its stake from 3.7 per cent to 15-20 per cent.

Motorola appears prepared to establish a joint venture with Bull for the development of its PowerPC computer chips and to take a stake in the French company.

The sale of stakes is expected to coincide with a capital increase of an estimated FF20bn.

IPC of Singapore, which last month announced a series of joint ventures with Bull to develop smart card operations and to extend its European presence, is also a candidate for a stake, although this is likely to be below 10 per cent. Other candidates for smaller stakes include Lagardère

Group, the French defence and communications concern.

The likelihood of a two-stage process reflects the complexity of the operation.

Unlike previous privatisations, the government is seeking to reduce its 76 per cent stake to a minority through the sale of stakes to industry partners rather than through a public share issue.

The operation has been further complicated by the need to find partners, often rivals in the electronics or computer sector, which are capable of co-operating as shareholders in Bull.

The privatisation process has seen several bidders withdraw. AT&T of the US and Quadral, its French partner, abandoned an offer to take a 40 per cent stake in Bull.

Sequent, the US computer group, has also pulled out of the bidding process.

Snecma in call for injection of state funds

By David Buchanan in Paris

Snecma, France's state-owned aero-engine maker, facing further financial losses and a serious contraction in business this year, needs a large injection of government money to finance the development of new engines, Mr Bernard Dufour, the chief executive, said yesterday.

Justifying a new plan to redeploy about 2,000 workers, Mr Dufour forecast that Snecma sales would continue their fall from the 1991 peak of FF14.5bn (\$2.97bn) to FF8.5bn this year, down a further 17 per cent from last year's FF10.4bn turnover. The group, which saw its losses triple to FF2.17bn last year, will "still be clearly in the red" this year, Mr Dufour said.

The fall-off in sales has caught Snecma, which has a long-standing partnership with General Electric of the US, in the middle of an ambitious development programme. This includes developing the GE-90 engine for Boeing 777s, the CFM 56-5B for the Airbus 320 and Airbus 321, and the CFM 56-7 engines for new versions of the Boeing 737.

Earlier this year, Mr Francois Létard, the defence minister, indicated that Snecma stood a good chance of getting its requested FF2.2bn capital injection from the state. However, no state money has been forthcoming. This is partly because Snecma is resisting the defence ministry's demands for a price reduction on the M88 engine for the Rafale fighter, and partly because of the political paralysis caused by France's presidential elections.

Mr Dufour, former head of GEC-Alsthon, an engineering, now indicates that Snecma needs as much as FF5bn to bolster its depleted capital.

The redeployment plan does not include forced redundancies. One factory belonging to Snecma's Hispano-Suiza subsidiary will be closed. However, the unions fear imminent lay-offs. Mr Dufour hopes his new plans will produce cost savings of around FF1bn a year.

Volvo sells Alfred Berg to ABN Amro for SKr1bn

By Christopher Brown-Humes in Stockholm

ABN Amro, the Dutch bank, yesterday agreed to buy Alfred Berg, a leading Nordic investment bank, from Volvo of Sweden in a deal worth at least SKr1bn (\$136.4m).

The acquisition complements the Dutch group's efforts to develop a strong European investment banking presence through its ABN Amro Hoare Govett network.

The deal steps up Volvo's efforts to sell about SKr40bn worth of non-core businesses. Last week the group sold its food businesses and set up a joint venture beverage concern with Orkla of Norway in deals worth SKr8.8bn. The company is negotiating the sale of Swedish Match, the world's biggest matchmaker, to a financial consortium led by Baring Capital Investors.

Alfred Berg specialises in equity and bond trading, corporate finance, asset manage-

ment and research. It has offices in Stockholm, Copenhagen, Helsinki, Oslo, London, New York and Zurich, combining a strong local position with a presence in international financial centres where Nordic shares are heavily traded. The group achieved pre-tax profits of SKr210m last year on turnover of SKr1.6bn.

Volvo will receive an immediate SKr300m, equivalent to Alfred Berg's net asset value, and a special dividend of SKr380m. Further payments of SKr300m-SKr900m will be made over the next four years, linked to profit performance. Volvo's 1995 earnings will not be affected by the deal.

Mr Louis de Bièvre, chairman of ABN Amro's investment banking division, said the purchase was a perfect fit and meant the bank was now "close to being the largest equities broker in Europe".

The group gains a Nordic investment banking presence to complement its commercial

banking operations in the region and its wider European investment banking network. Its broader global ambitions are reflected in its recent purchase of an additional 35 per cent stake in HG Asia Group, a leading Asian stockbroker, taking its total holding to 55 per cent.

The deal was agreed after only a week of talks, although ABN Amro declined a chance to buy the company at a higher price six months ago. It appears that Volvo was anxious to conclude the deal ahead of its annual general meeting next Wednesday. Alfred Berg's management had sought a buy-out.

Mr Carl-Dietrich Hamilton, a former chief executive of Enskilda Group, an investment banking arm of Skandinaviska Enskilda Banken, will be Berg's president and chief executive. Two senior Berg executives, Mr Patrik Brummer and Mr Christer Jacobson, have resigned.

Turnround at Alcan Aluminum

By Robert Gibbons in Montreal

Strong demand and higher metal prices lifted Alcan Aluminum in the first quarter, relieving the effects of a long recession.

First-quarter net profit was US\$174m, or 75 cents a share against a loss of \$35m, or 13 cents, a year earlier. The 1995 period includes an after-tax gain of \$24m, or 11 cents, from the sale of its US metals distribution business.

Sales and operating revenues were \$2.4bn, up 34 per cent from \$1.8bn a year earlier. Gross profit was \$420m against \$184m.

Shipments of ingot were 196,000 tonnes, against 217,000 tonnes, and of fabricated products, 455,000 tonnes, against 380,000 tonnes, including fabrication of "customers' metal", total shipments were 715,000 tonnes, against 659,000 tonnes.

Alcan began its turnround last year and the fourth quarter was strong. This year it is benefiting from re-negotiated prices.

The first-quarter results exceeded expectations. The consensus had been earnings per share of about 55 cents before special items.

Alcatel may ask SocGen chief to assume temporary control

By John Ridding

Mr Marc Viénot, chairman of Société Générale and one of France's most prominent bankers, appears set to take the helm temporarily at Alcatel Alsthom should an appeal court uphold a ban on Mr Pierre Suard, chairman of the industrial group.

Mr Suard, who was last month barred from running Alcatel by a magistrate investigating allegations of fraud, has appealed against the ban.

The decision of the appeal court is due to be announced tomorrow. Should the appeal court decide to maintain the ban, an Alcatel board meeting called for next week is expected to name a caretaker chairman pending a resolution of Mr Suard's legal problems, or to give the directors time to find a permanent replacement.

The Alcatel chief has strongly rejected any wrongdoing and has received a vote of support from the board. However, should his ban be maintained, it would appear difficult for Mr Suard to remain at the head of the group.

Mr Viénot's emergence as



Marc Viénot: a pillar of the French financial establishment

the most likely candidate as a temporary head is the result of several factors.

Société Générale is Alcatel Alsthom's single largest shareholder, with a 6 per cent stake and 9 per cent of the voting rights.

Mr Viénot, 67, is a pillar of the French financial establishment and is well-known internationally.

The available choice among the existing board is relatively limited. The company's statutes stipulate that the chairman must

be younger than 68 or to reach his 68th birthday in the year of the annual board meeting to approve the company's accounts.

This stipulation, and the probability that the board will seek a French caretaker, narrows the choice to three - Mr Jean Peyrelevade, chairman of Crédit Lyonnais; Mr Jacques Friedmann, head of Union des Assurances de Paris and Mr Viénot.

Mr Peyrelevade has enough to contend with as he seeks to rescue the loss-making state-owned bank.

UAP is a smaller investor than Société Générale with a 2.2 per cent stake.

Industry observers said the appointment of Mr Viénot as caretaker should be well received by investors.

"He is a well respected, straight-talking figure," said one analyst. He added that shares would probably be hit if Mr Suard returned to head Alcatel without a resolution of the legal affairs which are troubling him and the group.

These include allegations of overbilling of France Telecom and the abuse of company funds for work on Mr Suard's private property.

The Region Provence Alpes Côte d'Azur

no longer wishes a credit rating for the following reasons:

The Region Provence-Alpes-Côte d'Azur has decided to terminate its relationship with the rating agencies Moody's and SP-ADEX.

Financing needs for the renovation of the stock of secondary schools will not necessitate the issuing of bonds and therefore we have no further need of the financial ratings.

Moreover the Regional Council has found itself in a paradox over the last three years and has seen its solvency and its credit rating evolving in opposite directions. Since 1993 the rating has deteriorated while over the same period the financial indicators of the Region have improved:

- 1992 - the financing of investments was carried out through loans. The level of indebtedness therefore increased by 1.3 billion francs over the same period.

- In 1993, the increase of indebtedness is limited to 500 million francs.

- Finally, in 1994 the solvency of the Regional Council reaches a level never previously achieved: the gross saving has been doubled and from now on covers 65% of investments against 32% in 1992. Spending has been reduced for the third consecutive year. The borrowing requirements have been limited to 127 million francs in 1994 so that the gearing is being reduced. The tax rates are amongst the lowest in France.

The paradox outlined above shows the difficulties faced by the rating agencies in assessing precisely the context and financial situation of a regional body.

THE INSURANCE COMPANIES ACT 1982
HALLMARK INSURANCE COMPANY LIMITED
("HALLMARK")
TRANSFER OF GENERAL BUSINESS

NOTICE IS HEREBY GIVEN that Hallmark applied to the Secretary of State for Trade and Industry on 31st March 1995 for his approval, pursuant to Part II of Schedule 2C to the Insurance Companies Act 1982, to transfer to Pearl Assurance PLC all its rights and obligations under policies written by it in the United Kingdom within its discontinued motor, London Market and other business where it was not the lead insurer, in the period 17th September 1985 to 31st December 1994 inclusive.

A copy of the Statement setting out the details of the proposed transfer is available for inspection at Hallmark's offices at Portico House, 155-157 Minorities, London EC3N 1EB during normal business hours on any day (other than a Saturday, Sunday or public holiday) until 15th May 1995.

Written representations concerning the transfer may be sent to the Secretary of State for Trade and Industry at the Department of Trade and Industry, Insurance Division, 10-18 Victoria Street, London, SW1H 0NN before 14th June 1995. The Secretary of State will not determine the application until after considering any representations made to him before that date.

Hallmark Insurance Company Limited

Standard Chartered

Standard Chartered PLC

(Incorporated in England and Wales)

US\$400,000,000 Undated Primary Capital Floating Rate Notes

In accordance with the provisions of the Notes, notice is hereby given that for the Interest Determination period from 13th April 1995 to 15th May 1995 the Notes will carry interest at the rate of 6.5625 per cent per annum.

Interest accrued to 15th May 1995 and payable on 12th July 1995 will amount to US\$58.33 per US\$100,000 Note and US\$583.33 per US\$100,000 Note.

West Merchant Bank Limited
Agent Bank

SEB
CALOR. ROWENTA. SEB. TEFAL

1st QUARTER CONSOLIDATED SALES

	1995 (FRF millions)	1995/1994 (%)	1995/1994 At constant exchange rates(%)
France	627	+ 4	-
Germany	277	- 1	- 3.5
Other European Countries	561	+ 6.5	+ 9
Nafsa (USA - Canada - Mexico)	300	+ 17.5	+ 37
Other countries	195	+ 23	+ 24
Total	1960	+ 8	+ 11

If you wish to receive the Annual Report, please telephone or write:
Groupes SEB - Service Communication B.P. 172
69132 ECULLY Cedex - FRANCE - Tel.: (33) 72.20.16.40

U.S. \$100,000,000

Takugin International (Asia) Limited
(Incorporated in Hong Kong)Guaranteed Floating Rate Notes due 1997
Guaranteed as to payment of principal and interest by
The Hokkaido Takushoku Bank, Limited
(Incorporated in Japan)

In accordance with the provisions of the Notes, notice is hereby given that for the six month Interest Period from April 13, 1995 to October 13, 1995 the Notes will carry an interest rate of 6.6875% per annum. The interest amount payable on the relevant interest payment date, October 13, 1995 will be U.S. \$339.95 for each Note of U.S. \$100,000 denomination and U.S. \$8,498.70 for each Note of U.S. \$250,000 denomination.

By: The Chase Manhattan Bank, N.A.
London, Agent Bank

CREDIT LOCAL DE
FRANCE
USD 100,000,000-
FRN Due 1997

Noteholders are hereby informed that the rate applicable for the coupon N° 10 has been fixed at 6.3750%.

The coupon N° 10 will be payable at the price of USD 3,240.63 per USD 100,000 - Notes on October 12th, 1995 representing 183 days of interest, covering the period from April 12th, 1995 to October 11th, 1995 inclusive.

The Agent Bank and
Principal Paying Agent
CREDIT LYONNAIS

COMPAGNIE DE SAINT GOBAIN
Public Company with a capital of
FRF 19,265,800.
Registered Office: "Les Minimes" 16, Avenue
d'Alsace 92000 COLOMBES
R.C.S.: NANTERRE 854209532
PARTICIPATING STOCKHOLDERS APRIL 1994GENERAL MEETING TO BE HELD ON
MAY 2, 1995

AGENDA
The owners of participating stock APRIL 1994 of SCV 1000 of COMPAGNIE DE SAINT GOBAIN, are informed that the General Meeting will be held on May 2, 1995 at 11.15 am at the registered office, in COLOMBES (92000) "Les Minimes" 16, Avenue d'Alsace.

The Board of Directors.

Prices for electricity delivered for the purpose of generating power at the following locations:			
Grand Rapids, Michigan			
Post Payment for 12 months ending 12/31/98			
12 month period ending	Post dividend price	Post dividend price	Post dividend price
02/92	8.87	8.79	8.78
01/93	8.86	8.83	8.83
01/94	8.80	10.85	12.13
02/95	8.91	10.85	12.13
03/95	8.91	10.80	12.13
04/95	8.91	10.80	11.57
05/95	8.88	8.88	11.57
06/95	8.87	8.79	8.78
07/95	8.87	8.78	8.78
08/95	8.16	8.78	8.78
09/95	8.16	8.78	8.78
10/95	8.80	8.78	8.78
11/95	8.84	8.88	8.88
12/95	8.54	8.71	8.71
01/96	15.40	12.12	12.12
02/96	15.40	12.12	14.44
03/96	17.32	17.07	17.77
04/96	20.38	18.16	20.00
05/96	17.21	18.58	18.58
06/96	11.00	18.46	18.28
07/96	17.20	18.35	18.35
08/96	17.20	18.35	20.24
09/96	16.03	18.19	20.05
10/96	16.03	18.16	18.57
11/96	14.98	12.46	14.08
12/96	14.98	11.19	12.76
01/97	14.98	10.52	11.86
02/97	14.13	10.28	11.81
03/97	14.13	10.28	11.81
04/97	14.13	10.28	11.81

Seeking a 'third way' for Italian banking

Credito Italiano is keen to play a role in restructuring the economy, reports Andrew Hill

Shoppers are said to go through three distinct emotions after making a big purchase: elation shortly after signing the cheque; disappointment when the item is unwrapped at home; and finally a long period of resignation during which they get used to living with their choice.

Mr Egidio Giuseppe Bruno, deputy chairman and chief executive of Credito Italiano (Credito), still seems to be in the first phase, more than two months after the Milan-based bank won its long bid to buy Credito Romagnolo (Rolo) of Bologna.

The bid - the biggest takeover battle in Italian stock market history - is only the main event in nearly 18 months of frenetic activity for the bank, beginning with privatisation in December 1993. Since then, Credito has welcomed new shareholders, asked them to sign up to a £2,600bn (\$1.5bn) issue of new

Many analysts say that Credito has paid too much for Rolo and will eventually regret it

shares, bonds and warrants and, with the Rolo purchase, expanded its national network to about 1,000 branches.

Now Credito is one of four banks proposing to handle jointly the eagerly awaited sale of the Italian government's majority stake in Stet, the telecommunications holding company.

One reason for Mr Bruno's calm in the face of so many challenges may be that until now, statutory formalities have delayed the moment when Credito actually signs the cheque for Rolo's shareholders.

It is quite a cheque. Credito and its partners - Ras, the Italian insurer controlled by Allianz

of Germany, and Carimonte, another local bank - must pay £1,772bn for a 78.36 per cent stake in Rolo, nearly twice what Credito offered when it first proposed buying 48 per cent of the Bologna bank in October last year.

Even after Ras has taken 5 per cent of Rolo off Credito's hands, and Carimonte 10 per cent, Credito will be left with a bill for £1,060bn.

Many analysts say that Credito paid too much and will regret it. "It is obviously quite a substantial amount," Mr Bruno conceded in an interview last week. "But, considering what we have bought, we think the price was right."

Mr Bruno, who will be 60 on Sunday, is unlikely to experience much disappointment when he opens the Rolo parcel. The bank is one of the most efficient in a fragmented Italian banking sector, with potential pre-tax earnings, according to Mr Bruno, of £1,400bn a year.

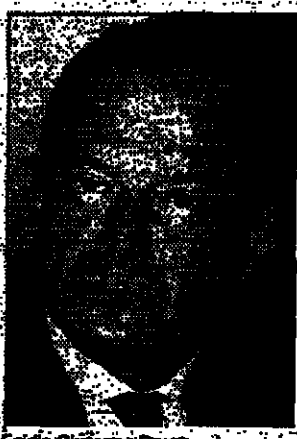
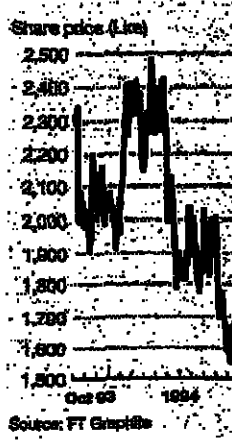
That helps explain the trouble Credito had reeling in its prize, against a competing bid from Cariplo, the Milan savings bank, and its allies, and opposition from senior Rolo management.

Indeed, as Mr Richard Urwick, analyst at Schroder Securities in London, puts it: "The best policy now might be not to touch it after all, why mess about with something that's going well?" Mr Urwick admits, however, that such a hands-off strategy might not realise the potential advantages of the takeover as quickly as Credito shareholders might like.

In fact, Credito has just appointed one of its own senior managers to take charge of Rolo's main business operations and is looking at how to realise efficiencies. One option is to integrate information technology at the two banks, another to rationalise the 20 or so overlapping branches.

In theory, Credito has pledged

Credito Italiano



Egidio Giuseppe Bruno
Deputy chairman & managing director

not to merge its operations with Rolo's before 2000, although a qualified majority of 80 per cent of the Bologna bank's shares could clear the way for a full merger. In any case, Mr Bruno thinks that these guarantees - and others on dividend policy and management autonomy - will not hinder the mutual benefits to the two companies.

Moreover, "many benefits are already possible without so-called structural intervention," says Mr Bruno. He points to the lessons Credito can learn from Rolo's close links with customers in the prosperous Emilia Romagna region - "typical of a local bank" - and, on the other hand, the use that Rolo's clients could make of Credito's international services.

The acquisition will, however, have a negative impact on Credito's profit and loss account this year. The parent bank's net earnings slipped to £121.5m in 1994, from £121.9m a year earlier, and Mr Bruno estimates the Rolo acquisition will cut a further £70m from this year's net profit. But he is still confident that within about three years, growth in Rolo's earnings will begin to repay the capital invested "at a satisfactory rate".

Meanwhile, Mr Bruno is eager for Credito to play a further role in restructuring the Italian economy, which helps explain the proposal to join three other banks to buy the Italian government's 61 per cent stake in Stet and place it with a hard core of stable shareholders.

This plan - put together with Mediobanca, the Milan

"Institutional investors are joining the banks to foster companies' access to the market"

merchant bank, Banca di Roma and Banca Commerciale Italiana - has incensed some foreign bankers. They see it as a way of locking up another part of the Italian economy in the safe-deposit box of Mediobanca and its financial and industrial allies.

Critics consider that this network consolidated its influence over Credito and BCI by buying small stakes in the banks when they were fully privatised in 1993 and 1994.

Mr Bruno, unsurprisingly, disagrees. He claims the relationship with Mediobanca works because "the extreme respect both banks have for the autonomy and indepen-

dence of the other". Credit, BCI and Banca di Roma helped found Mediobanca, and all have stakes in it. According to Mr Bruno, they share the same philosophy and work together "to the advantage of the whole financial system".

The Stet proposal, on which the Italian government is expected to decide shortly, is the latest example of this solidarity.

Although Mr Bruno says Credito wants to be part of any hard core of investors in Stet, he does not think Italy is moving towards a German system, in which banks play a leading role as investors in industry.

Nor does he see the corporate economy following an Anglo-Saxon model in which quoted companies are dominated by institutional investors - a system he saw at close range in the 1970s when he worked as manager of Credito's City of London branch.

"Personally, I would say [there is] a third way, the 'via italiana', where institutional investors are joining the banks to foster companies' access to the market," he says.

"To reach that stage we are obviously going to need time and the process is necessarily going to be a long one, as it implies changes in the traditional relationship between banks and firms and banks and the market."

In the worst case, analysts believe such a strategy could hold back the bank by tying it to low-yielding investments while it is still waiting for the benefits of the Rolo acquisition to come through.

The disappointing performance of Credito's shares since the Rolo bid may indicate a similar fear on the part of shareholders, but Mr Bruno is at least prepared to live with the short-term consequences of such a strategy.

"We are well aware the market can be a very harsh judge when you make mistakes," he says, "but equally generous when things go well."

JAL to shed 800 staff as cost-cutting drive continues

By Gerard Baker
in Tokyo

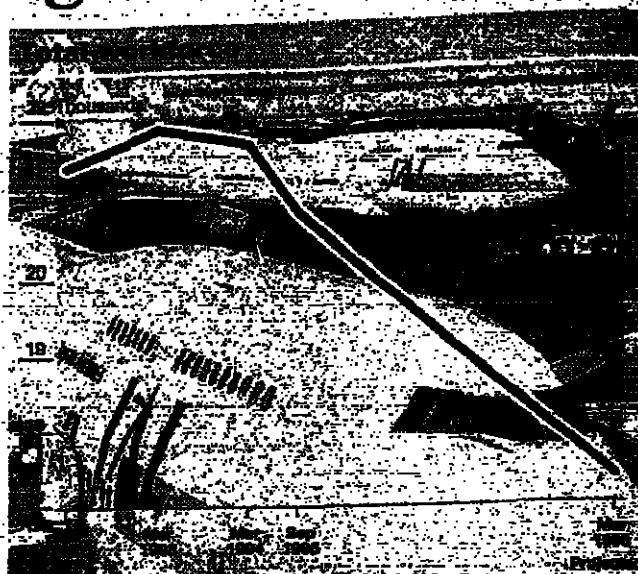
Japan Airlines, the country's largest carrier, is in cut the number of administrative and clerical staff at its headquarters by one-third, as part of a continuing cost-cutting programme designed to improve the airline's poor operating performance.

The company said the cuts mean the loss of about 800 jobs, but that there would be no compulsory redundancies. The reductions will be met mainly by increasing the number of those taking early retirement and a continued freeze on hiring new graduates.

JAL last year announced a four-year restructuring plan aimed at reducing the then total of 22,000 staff by 5,000 by 1998, and committed itself to deep cuts in its headquarters staff.

The job cuts at JAL's Tokyo head office will lead to the further contracting out of some of its services; the company already contracts out some head office activities to related companies. The reductions, which will reduce head office numbers to about 1,800, are expected to save ¥7bn (\$53.7m) in personnel costs.

As part of its restructuring, JAL last year launched Japan's first recruitment of contract flight attendants to replace



some salaried crew members. The move provoked considerable controversy and was initially opposed by the transportation ministry, although JAL was eventually allowed to proceed with the plan.

The company refused to confirm press reports yesterday that it was also planning to trim out the ranks of its most senior management. This newspaper's Nikkei Realist Shimbun reported that JAL aimed to reduce the number of its directors by five from 34, but JAL described the report as "speculative".

JAL was privatised in 1989, and after a few years of improving profitability the company dived into the red during the recession of the early 1990s. It reported an operating loss of nearly ¥150m in 1993, but trimmed that last year to ¥29m.

Its performance is expected to improve this year. In the six months to last September the company reported an operating profit of ¥11.7bn. Pre-tax profits were ¥11.7bn, against a loss of ¥2.6m a year earlier. See Lex

Weston posts 11% profits fall

By Nikki Tait
in Sydney

George Weston Foods, the Australian bakeries and food group, yesterday announced an 11.3 per cent fall in profits after tax to A\$22.9m (\$16.96m) for the six months to end-January. Sales were up 3.9 per cent at A\$542.1m.

Earnings per share dipped to 24.1 cents from 27.2 cents,

although the interim dividend is held at 9.5 cents.

The company said the result was "in line with expectations", given industry-wide excess capacity and price competition in important business areas.

Weston said the bread division had been hit by increased wheat costs as a result of drought, and had not been able fully to recover cost increases

through higher prices. A slight

rise in sugar affected the milling and starch operations.

The company warned there was unlikely to be any significant improvement in the immediate future, but said that "action has been taken across all areas of the group to ensure your lift margins and increase efficiency". Weston said this should help second-half results.

All of these securities having been sold, this announcement appears as a matter of record only.

New Issue

April 1995

7,590,000 Shares



AmeriSource

Common Stock

1,320,000 Shares

The above shares were offered outside the United States and Canada by the undersigned.

Donaldson, Lufkin & Jenrette
Securities Corporation

Smith Barney Inc.

Bankers Trust International PLC

Cazenove & Co.

Credit Lyonnais Securities

Deutsche Bank

Internationale Nederlanden Bank N.V.

Kleinwort Benson Limited

Paribas Capital Markets

Société Générale

6,270,000 Shares

The above shares were offered in the United States and Canada by the undersigned.

Donaldson, Lufkin & Jenrette
Securities Corporation

Smith Barney Inc.

BT Securities Corporation

Dean Witter Reynolds Inc.

Dillon, Read & Co. Inc.

A.G. Edwards & Sons, Inc.

Merrill Lynch & Co.

Montgomery Securities

Morgan Stanley & Co.

Oppenheimer & Co., Inc.

PaineWebber Incorporated

Wheat First Butcher Singer

Advest, Inc.

Arnhold and S. Bleichroeder, Inc.

William Blair & Company

Cleary Gull Reiland & McDevitt Inc.

Cowen & Company

Crowell, Weedon & Co.

Fahnestock & Co. Inc.

First of Michigan Corporation

Furman Selz

J. J. B. Hilliard, W. L. Lyons, Inc.

Interstate/Johnson Lane

Janney Montgomery Scott Inc.

Johnston, Lemon & Co.

Ladenburg, Thalmann & Co. Inc.

C.J. Lawrence/Deutsche Bank

McDonald & Company

The Ohio Company

Parker/Hunter

Pennsylvania Merchant Group Ltd

Ragen MacKenzie

Raymond James & Associates, Inc.

The Robinson-Humphrey Company, Inc.

Roney & Co.

Scott & Stringfellow, Inc.

Stephens Inc.

Sutro & Co. Incorporated

Tucker Anthony

Dabney/Resnick, Inc.

Ferris, Baker Watts

Incorporated

Freimark Blair & Company, Inc.

C.L. King & Associates, Inc.

Monness, Crespi, Hardt & Co. Inc.

Pryor, McClendon, Counts & Co., Inc.

The KIZ Corporation PLC

NOTICE OF MEETING

Annual General Meeting
Notice is hereby given that the thirty-third annual general meeting of The KIZ Corporation PLC will be held at The Queens Elizabeth II Conference Centre, 100 Victoria Road, Wembley, London W10 0LH on Wednesday 10 May 1995 at 11.00 am for the following purposes:

- To consider and, if thought fit, pass the following resolutions which will be proposed as an ordinary resolution, namely that the authorised share capital of the Company be increased from £142 million to £153 million by the creation of 110 million ordinary shares of 10p each;
- To consider and, if thought fit, pass the following resolution which will be proposed as a special resolution, namely that the authority and power conferred on the Directors by paragraph (b) of Article 9 of the Company's Articles of Association be renewed for the period ending on the date of the Annual General Meeting in 1996 or 9 August 1996 whichever is the earlier, and for such period;
- To elect directors - Mr R. L. Clifford, Lord Helme, Mr J. A. Leslie, Mr G. H. Sage
- To re-elect directors - Sir Derek Birkin, Mr R. P. Wilson, Mr R. Adams
- To re-appoint auditors
- To consider the Company's accounts and the report of the directors and auditors for the year ended 31 December 1994 and to declare dividends on the ordinary shares.

A member entitled to attend and vote at the meeting is entitled to appoint one or more proxies to attend and, on a poll, vote instead of him. A proxy need not be a member of the Company. The instrument appointing a proxy, together with any power of attorney under which it is signed, should reach the transfer office of the Company, at 1 Redcliffe Street, Bristol, BS1 4NT, not less than 48 hours before the time appointed for the holding of the meeting.

NOTES

- Only holders of ordinary shares or of 'B' convertible preference shares are entitled to attend and vote at the meeting.
- A proxy may not speak at the meeting except with the permission of the chairman of the meeting.
- A holder of a share warrant to bearer, who desires either to attend the meeting or to appoint one or more proxies to attend and vote on a poll, must produce the warrant or a certificate signed by a bank, stockbroker or a solicitor within the UK, the Channel Islands or the Isle of Man stating that the share warrant is in the custody of such bank, stockbroker or solicitor and will be retained in such custody until after the close of the meeting. If the form of proxy is to be used, it must be completed and returned to the transfer office no later than 48 hours before the meeting.
- Copies of documents of more than one year's duration with the company or any of its subsidiaries will be available for inspection at the company's registered office during usual business hours on any weekday (Sundays and public holidays excepted) from the date of this notice until the close of the business meeting and at The Queens Elizabeth II Conference Centre for at least 15 minutes prior to and during the meeting.
- Shareholders are reminded that company and tape-recorders are not allowed in the meeting hall.
- Shareholders should note that the doors to the AGM will be open at 10.15 am.

GREEK EXPORTS S.A.

(Special Liquidator of ELVIK S.A. by virtue of Decision No.937/1992 of the Larissa Court of Appeal)

ANNOUNCEMENT

OF A THIRD PUBLIC AUCTION FOR THE HIGHEST BIDDER FOR PURCHASING THE ASSETS OF HELLENIC MEAT INDUSTRY S.A. (ELVIK) NOW UNDER SPECIAL LIQUIDATION

GREEK EXPORTS S.A., established in Athens at 17 Panepistimiou Street, and legally represented, in its capacity as special liquidator of ELVIK S.A. in accordance with Decision No. 937/1992 of the Larissa Court of Appeal by which ELVIK S.A. had been placed under special liquidation and following written instructions (Ref. No.339/1995) of the Agricultural Bank of Greece (the creditor who represents at least 51% of the company's obligations).

ANNOUNCES

A Third Public Auction for the Highest Bidder with sealed, binding offers, for the purchase as a whole of the total assets of ELVIK S.A. (established in Megala Kalyvia in the department of Thessalia) within the framework of article 46a of Law 1852/1990, supplemented by article 14 of Law 2000/1991 and amended and complemented by article 51 of Law 2244/1994.

ACTIVITY AND BRIEF DESCRIPTION OF THE COMPANY

ELVIK S.A. was founded in Athens in 1968 and established and maintains a vertical meat producing and processing plant installed on a self-owned plot of land 819 stremmas in area (4 stremmas = 1 acre) which had been sold to the company by the Greek state. It is to be noted that ELVIK S.A.'s installations include: 1) a pig breeding and fattening unit, 2) an ox fattening unit, 3) an animal feed production unit, 4) a slaughterhouse, 5) a sausage-curing unit, 6) a biological purification plant, etc.

The company's self-owned plot of land totalling 819 stremmas was claimed by the Community of Megala Kalyvia in a suit dated 7-9-92. After ELVIK S.A. had accelerated the legal procedure with a counter-suit, the case was heard on 21-9-1994 and a definitive decision was handed down by the Thessalia Court of First Instance in favour of ELVIK S.A. and recognising its ownership of the land under litigation (see details in the Offering Memorandum).

TERMS OF THE AUCTION

- Interested parties are invited to receive from the Liquidator the Confidential offering memorandum and the draft letter of guarantee in order to submit a sealed, binding offer to the Thessalia notary public assigned to the auction, Mrs. Evdokia Katsopoulou, (23 Kolokotroni Street, Thessalia, Tel. +30-431-36613 and 27446) up to 1900 hours on Wednesday 3 May 1995.
- Offers must be submitted in person or by a legally authorised representative. Offers submitted beyond the specified time limit will not be accepted or considered.
- The offers will be opened before the above mentioned notary on Thursday 4 May 1995 at 1000 hours with the liquidator in attendance. Persons having submitted offers within the time limit are also entitled to attend.
- Each interested investor can submit one bid for all the elements of the company's assets. The offers must state clearly the offered price and manner of payment (in cash or credit, the number of instalments and when they are to fall due, etc.). Offers must contain terms upon which the bidders agree to pay or which may be vague with respect to the amount and manner of payment of the offered price or to any other essential matter concerning the sale. The liquidator and the creditor (Agricultural Bank of Greece) have the right, at their incontestable discretion, to reject offers which contain terms and exceptions, regardless of whether they are higher than the others.
- On penalty of invalidity, offers must be accompanied by a letter of guarantee from a bank legally operating in Greece, of indefinite duration, to the amount of eighty million drachmas (Dr. 80,000,000).
- Failure of guarantee: In the event that the party to whom the offer is made fails to fulfil its obligations, the liquidator has the right to appear and sign the relative contract within twenty (20) days of being invited to do so by the Liquidator, and shall be liable for the obligations contained in the present announcement, then the amount of the guarantee stated above is forfeited to the Liquidator to cover expenses of all kinds, time spent and any real or paper loss suffered by himself and by the creditors with no obligation on his part to provide evidence of such loss or consider that the amount has been forfeited as a penalty clause, and collect it from the guarantee bank.
- Return of letters of guarantee: Letters of guarantee submitted for participation in the auction shall be returned immediately after adjudication, except for the letter of guarantee of the highest bidder to whom it shall be returned on signature of the final contract.
- Essential guidelines for the liquidator in judging the offers are, among others, the following: a) The height of the offered price (present value) b) The number of guaranteed job positions c) The reliability, solvency and business experience of the prospective buyer d) The buyer's business plan and investment programme e) Guarantees provided by the buyer for any part of the sale on credit f) Prospective buyers, through their offer, shall undertake to keep the unit operating continuously for at least five (5) years from the date of signature of the sale contract.
- The highest bidder is the one whose offer was judged by the liquidating company and deemed by the majority creditor (Agricultural Bank of Greece) to be the most satisfactory.
- The Company's assets and all the separate fixed and circulating assets that make them up, shall be transferred "as is" and "where is" and, more specifically, in their actual and legal condition and wherever they are on the date of signature of the final contract, regardless of whether the Company is operating or not.
- The liquidator, the Company under liquidation and its shareholders and creditors are not liable for any legal or actual faults or any incomplete or inaccurate description of the assets for sale in the Offering Memorandum.
- Interested buyers must, on their own responsibility and due care, and by their own means at their own expense, inspect the object of the sale and form their own judgement and declare in their bids that they are fully aware of the actual and legal condition of the assets for sale.
- The liquidating company and the Creditors bear no responsibility or obligation towards participants in the auction, both with regard to the evaluation of the bids, the selection of the highest bidder, the decision, if any, to cancel or repeat the auction, and any other decision in general regarding the procedure and execution of the auction. The submission of a binding offer does not imply any right in the adjudication of the sale and, in general, participants do not acquire any right, claim or demand from the present announcement and from participation in the auction against the liquidating company or the creditors for any cause or reason.
- All costs and expenses of every nature for participation in the auction and for the transfer of ownership, as well as all taxes, duties, dues, state fees or third party fees that may be imposed (beyond the exemptions foreseen by law) relating to participation in the auction and to the sale contract, anything following the sale, transcriptions and any other acts, are borne exclusively and alone by the interested buyer and the highest bidder respectively.
- Participation in the auction implies acceptance by the prospective buyer of all the above terms of the present announcement.
- The present announcement has been drafted in Greek and in English in translation. In any event, the Greek text shall prevail.

For any further information and for the Confidential Offering Memorandum, interested parties may apply to:

- GREEK EXPORTS S.A. 17 Panepistimiou Street (1st floor), Athens, Greece, Tel. +30-1-829-4611 and 929-4613
- ELVIK S.A. (Holdings Dept.) 87 Syngrou Ave. (4th floor) Athens, Greece, Tel. +30-1-829-4611 and 929-4613.

Notary Public

ADRIANOS BANK LIMITED

MULTIPLE OPTION FACILITY

DATED MARCH 25, 1994

In accordance with the provisions of the Transatlantic Loan Certificate issued on April 12, 1994, notes in bearer form for the three months interest period from April 12, 1994 to July 12, 1994 will carry an interest rate of 6.5% per annum.

Barclays Bank PLC, Hong Kong, As Facility Agent



GUANGDONG DEVELOPMENT FUND LIMITED

Not Asset Value

Guangdong Development Fund Limited announces that as at 31st March, 1995, the unadjusted net asset value per share of the Company was US\$1.037.

GUANGDONG DEVELOPMENT FUND LIMITED

(a company incorporated with limited liability in the Bahamian Islands)

13th April, 1995

150 ن المجلد

INTERNATIONAL COMPANIES AND FINANCE

Microsoft, Wang settle patent row

By Louise Kehoe
in San Francisco

Microsoft and Wang Laboratories have announced that they have resolved a long-running patent dispute, with Microsoft planning to acquire up to a 10 per cent stake in Wang as part of the settlement agreement.

Microsoft will purchase \$30m of Wang convertible preferred stock maturing in 2003, representing 10 per cent of Wang's common stock after conversion. The companies also agreed to form a broad technical, marketing and service alliance.

Wang's stock price rose on news of the agreement to trade

at \$15% in mid-session, up from Tuesday's close of \$14. Microsoft was down 3% at \$71.

Wang filed a suit against Microsoft in 1993, charging that the software market leader was infringing Wang patents covering object linking and embedding, an important technology that enables software "components" to work together.

As part of the settlement agreement, Microsoft will receive a license for Wang's portfolio of software and software-related patents. The companies will also collaborate in the development and marketing of several future software products. In addition, Wang will become Microsoft's service

representative in Australia. The alliance with Microsoft and infusion of cash represent a significant boost for Wang.

Once a leading manufacturer of office computers, Wang has focused on office software since it emerged from bankruptcy protection in 1993.

The alliance also fits well with Microsoft's goals to expand beyond desktop computer software into the broader field of software for use on computer networks.

The companies said they will work together in document imaging and workflow management software.

Wang's imaging and object controls technologies will be built into future versions of

Microsoft's Windows operating system software. These technologies enable images of scanned documents to be used with standard applications such as electronic mail and word processing.

The companies also plan to collaborate in the development of workflow automation software, which manages the routing and delivery of documents and data on a computer network. "Through our partnership with Wang, we will be able to make these technologies available for all our Windows customers, enabling a real change in the way people work and communicate," said Mr Mike Maples, Microsoft executive vice-president.

NEWS DIGEST

Continental cautious despite 9% rise for year

Continental

Share price (Dm)

300

280

260

240

220

200

180

160

140

120

100

80

60

40

20

0

1994

1995

Source: FT September

Continental

Share price (Dm)

300

280

260

240

220

200

180

160

140

120

100

80

60

40

20

0

1994

1995

Source: FT September

Continental

Share price (Dm)

300

280

260

240

220

200

180

160

140

120

100

80

60

40

20

0

1994

1995

Source: FT September

Continental

Share price (Dm)

300

280

260

240

220

200

180

160

140

120

100

80

60

40

20

0

1994

1995

Source: FT September

Continental

Share price (Dm)

300

280

260

240

220

200

180

160

140

120

100

80

60

40

20

0

1994

1995

Source: FT September

Continental

Share price (Dm)

300

280

260

240

220

200

180

160

140

120

100

80

60

40

20

0

1994

1995

Source: FT September

Continental

Share price (Dm)

300

280

260

240

220

200

180

160

140

120

100

80

60

40

20

0

1994

1995

Source: FT September

Continental

Share price (Dm)

300

280

260

240

220

200

180

160

140

120

100

80

60

40

20

0

1994

1995

Source: FT September

Continental

Share price (Dm)

300

280

260

240

220

200

180

160

140

120

100

80

60

40

20

0

1994

1995

Source: FT September

Continental

Share price (Dm)

300

280

260

240

220

200

180

160

140

120

100

80

60

40

20

0

1994

1995

Source: FT September

Continental

Share price (Dm)

300

280

260

240

220

200

180

160

140

120

100

80

60

40

20

0

1994

1995

Source: FT September

Continental

Share price (Dm)

300

280

260

240

220

200

180

160

140

120

100

80

60

40

20

0

1994

1995

Source: FT September

Continental

Share price (Dm)

300

280

260

240

220

200

180

160

140

120

100

80

60

40

20

0

1994

1995

Source: FT September

Continental

Share price (Dm)

300

280

260

240

220

200

180

160

140

120

100

80

60

40

20

0

1994

1995

Source: FT September

Continental

Share price (Dm)

300

280

260

240

220

200

180

160

140

120

100

80

60

40

20

0

1994

1995

Source: FT September

Continental

Share price (Dm)

300

280

260

240

220

200

180

160

140

INTERNATIONAL COMPANIES AND FINANCE

Hilton Hotels lifts income 41% in first quarter

By Richard Tomkins
in New York

A fifth consecutive quarter of double-digit profits growth in its core division helped Hilton Hotels, the US hotel and gambling group, produce a 41 per cent increase in net income, to \$32m, in the three months to March.

The company also saw an improvement in profits from its gaming division. This was attributed partly to a 105 per cent increase in the "baccarat drop" - the volume of bets - at the Las Vegas Hilton following the opening of three new luxury Sky Villas catering for high rollers.

First-quarter group revenues rose 12 per cent to \$381.9m. Operating profits in the hotel division rose to \$39.1m from \$21.5m and in the gaming division, to \$41.8m from \$38.6m. Earnings per share rose 40 per cent, to 66 cents from 47 cents.

Economic growth in the US and other markets has recently boosted Hilton Hotels' profits by bringing increases in occupancy levels and room rates.

The company has also improved its gambling revenues in spite of tough competition in the Las Vegas market.

Last November, Hilton Hotels announced that it had appointed advisers to study ways of increasing shareholder value, including a possible break-up or sale of the business.

There has been speculation that it had spoken to a potential UK buyer - possibly Ladbrokes, the hotel and gambling group - but Hilton declined to comment yesterday.

Occupancy of Hiltons' owned and managed hotels rose 4 percentage points to 70 per cent in the first quarter. The average daily rate climbed 7 per cent and the revenue per available room jumped 12 per cent.

Internationally, the group's Conrad hotels in London, Dublin and Istanbul improved their performance, with average daily room rates rising 13 per cent.

Mr Raymond Avansino, chief operating officer, said prospects for the gaming division were good. The business looked forward to the summer completion of improvements to the Flamingo Hilton Las Vegas, the opening of the Conrad Treasury in Brisbane, and continued benefits from the new Sky Villas at the Las Vegas Hilton.

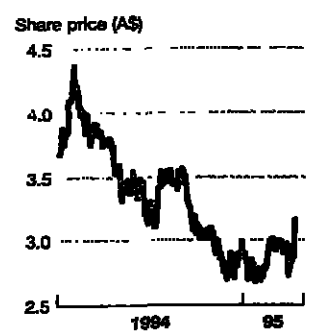
Heavy trading in Seven Network

By Nikki Tait in Sydney

Shares in Seven Network, the Australian commercial TV network, rose for the second day running yesterday, amid speculation that Mr Kerry Stokes, the Perth-based media proprietor, had this week bought a 5 per cent stake in the company.

About 9m shares were traded yesterday. There was no formal confirmation of the buyer, but Seven shares closed at A\$3.16, having started the week at A\$2.87.

Seven Network



The timing of it is interesting, given that Mr Rupert Murdoch's News Corporation holds a 15 per cent stake in Seven, and Telstra, the large government-owned telecommunications group, 10.9 per cent. News and Telstra are partners in a cable/pay-TV joint venture, called Foxtel.

Seven had previously been aligned with the rival Optus Vision cable consortium, backed by Mr Kerry Packer and the Optus telecommunications group, but withdrew late last year.

Now unaligned, Seven holds attractive sports broadcasting rights, notably to the Australian Football League. It confirmed this week it had been approached by Foxtel and Optus Vision and that it was considering the proposals.

News recently appeared to strengthen its pay-TV programming hand, by announcing the formation of a rugby Super League, thus potentially undermining the value of Mr Packer's broadcast contracts of existing Australian Rugby League games.

Basle model for banking safeguards

The Basle committee's plan to allow banks to assess their own capital needs for trading activities using internal computer models would be a bold move at any time.

The fact that it comes in the wake of the collapse of Barings - a bank that used such an approach - makes it even bolder.

Mr Tommaso Padoa-Schioppa, chairman of Basle committee, did not underplay the significance yesterday, using the analogy of a taxpayer being asked to design his own tax form. "This is a very big development in philosophy," he said, emphasising the safeguards which would be put in place.

Barings' collapse has highlighted the risks that banks can run from their trading of securities, derivatives and foreign exchange.

Barings, the UK merchant banking group, collapsed after Mr Nick Leeson, a Singapore-based trader, amassed \$860m (\$1.36bn) losses on derivatives trades. Mr Padoa-Schioppa said Barings seemed to have had weak management controls, and the experience was not directly relevant to the committee's proposals.

"The fact that supervisors are now backing 'value at risk' models marks a shift in supervision towards the monitoring of banks' own safeguards."

Mr Padoa-Schioppa said the move was in line with "the way supervision has evolved over 20 years".

It follows protests over the committee's proposals for allocating capital to market

risks two years ago. The proposals were criticised as being crude, and out of line with market practice.

Yet on the face of it, the evidence that such a step is justified is limited. The committee's paper points out that the initial testing exercise last year - which involved 15 large banks running a portfolio of 350 posi-

The committee has two reasons for feeling confident about pushing ahead with the approach:

● Strict standards: Banks' models will have to use a 99 per cent probability that the amount of capital at risk will not be higher than the capital charge, and assume that they have to hold the portfolio for a

The intention is to give an incentive to banks to use more sophisticated risk management systems, by saving them the cost of having to calculate supervisory capital using the standard "building block" approach of the original proposals, as well as allocated real trading capital using models. Some bankers say supervi-

approach adopted globally. The first is that it will emerge too late to be harmonised immediately with the European Capital Adequacy Directive, due to come into force next January. Basle proposals will only be implemented two years later.

This means that large European banks face the possibility of having to calculate charges according to the CAD approach as well as according to their internal models.

However, Mr Padoa-Schioppa says he is "confident" that a solution can be found "to avoid this problem for the banks."

The second problem is a divide between bank and securities regulators which means they will have separate approaches.

Mr Padoa-Schioppa says there is "no possibility of finding forces" at the moment, but he hopes that a solution can be found within the two years before implementation.

These issues provide a formidable agenda in themselves for the Basle supervisors. Yet they must also take account of the problem Barings spectacularly demonstrated - that no matter how good a model may be, a bank cannot rely on it to be assured that it is not running unknown risks.

The committee has issued separate guidelines on management principles for derivatives. But supervisors will have to keep reminding banks that trading models are not a panacea.

"Primitive use of a very sophisticated method may be just as dangerous as a lack of sophistication," says Mr Padoa-Schioppa.

In the wake of the Barings collapse, the Basle committee has issued new proposals enabling banks to assess their capital needs for trading activities, reports John Gapper, Banking Editor

tions through their computer models - produced widely varying results.

Even after adjusting assumptions, only half the responses "fell into a sufficiently close range" while "a significant overall dispersion remained". In other words, banks produced widely varying calculations of how much capital they should set aside to cover the same trading book.

Mr Padoa-Schioppa says this is hardly surprising.

"Perfect unity would neither be possible nor desirable. If we had the right model ourselves, we would have imposed it," he says. He argues that banks have different weightings and assumptions built into models depending on their activities.

Nonetheless, the committee has worked hard to try to avoid the possibility of banks adjusting their models to reduce the amount of capital they must hold. "The model approach is a novelty in itself, so we must be conservative in the way we introduce it, at least initially," he says.

minimum of 10 trading days before liquidating it, or adjusting its composition.

These standards are higher than those used by some banks, which adopt a 95 per cent probability, and assume that they will be able to adjust the portfolio in a single trading day. The capital charge will be set as the higher of the value at risk on the day, or on any of the preceding 60 days.

● Additional capital: The capital charge that emerges from these calculations will be multiplied by at least three times by the bank's supervisor. This is intended to compensate for the chance of more unstable markets than over the previous year, the "observation period" to be used by banks.

In addition, supervisors will impose a penalty known as a "plus factor" if banks' models turn out to have inaccurately predicted the performance of their actual portfolios. This is meant to compensate for the problem of what Mr Padoa-Schioppa calls "driving by using the rear-view mirror".

sors should give a clear incentive to all banks to switch to using models by allowing them to cut their capital charge by so doing.

But Mr Padoa-Schioppa says that the model approach is "not designed to be less prudent" than the standard approach to be used by small banks.

In return for having to allocate capital to trading - which will now include the trading of commodities and commodity derivatives - banks will be allowed to count a new form of capital within their capital base. This is "tier 3" capital made up of short-term subordinated debt.

Analysts and investors will be able to see a common set of capital adequacy ratios under a new proposal. Banks will be asked to multiply their value at risk figure for trading by 12.5, and add it to their credit risk-weighted assets, thus showing their total risk-weighted assets.

The committee faces two problems in getting its

US cable-TV group plans \$1bn spending

Cox Communications, the US cable television company, is to spend more than \$1bn over the next five years to upgrade its network for cable and telephony services, Reuters reports from Atlanta.

At the Robinson-Humphrey investment conference yesterday, Mr James Robbins, chief executive, said he expected 1995 to be a year of transition, encumbered by a full year's impact of the second round of television rate regulation. But he added that the climate in Washington appeared to be heading for deregulation in 1996. "We expect core capital spending over this [five-year] period to exceed \$1bn in aggregate," he said.

Mr Robbins declined to comment on how Cox intended to finance the spending plan. But

he said the company did "not anticipate any problems in securing the necessary financing". The company intends to spend \$500m to finance its entry into the telephony market, \$300m to \$500m on its alliance with the US telecoms group Sprint for wireless and wire-line, and \$150m-\$250m in its PCS operation in southern California.

Standard & Poor's said the debt ratings of all US West entities were unaffected by the company's plan to create two classes of shares reflecting the two sides of its business.

The telecommunications group's so-called target stock plan is designed to tie the value of two new classes of equity to the separate performances of its communications and media groups.

Seven had previously been aligned with the rival Optus Vision cable consortium, backed by Mr Kerry Packer and the Optus telecommunications group, but withdrew late last year.

Now unaligned, Seven holds attractive sports broadcasting rights, notably to the Australian Football League. It confirmed this week it had been approached by Foxtel and Optus Vision and that it was considering the proposals.

News recently appeared to strengthen its pay-TV programming hand, by announcing the formation of a rugby Super League, thus potentially undermining the value of Mr Packer's broadcast contracts of existing Australian Rugby League games.

Gain of 20% registered by Océ-van der Grinten

By Ronald van de Krol
in Amsterdam

Océ-van der Grinten, the Dutch photocopier and office equipment maker, said net profit rose by 20 per cent to F12.0m (\$13.5m) in the first quarter of the current year ending November 30.

Turnover rose by 3 per cent to F1697m, but the company said the rise would have been 8 per cent if it had not been for the fall in currencies such as the dollar, the pound, the lira and peseta against the guilder.

UAL overhaul will result in fleet expansion

Financial charges decreased by 3 per cent to F120.7m.

Océ-van der Grinten, noting the guilder's recent strength, said it had taken measures, such as price increases and cost reductions, to try to offset the negative currency effect.

It also expects new products, including four machines recently launched for the office systems and engineering systems markets, to make an increased contribution. "This means that the consequences of currency movements on the expected increase in 1995 profit 'will be kept within limits,'" it said.

Kenyan profits hit by 'over-valued' currency

By Michela Wong in Nairobi

United Airlines will replace 94 aircraft over the next five years, giving the airline a net increase of 19 aircraft by 1997, said Mr Gerald Greenwald, the US carrier's chairman, AP-DJ reports.

UAL's previous growth plan would have produced a net addition of eight aircraft between now and 1997. Mr Greenwald criticised the fuel-tax increase that is set to hit the airline industry this October, saying it would cost US carriers \$57m a year. At UAL the cost would be \$80m.

Kenyan profits hit by 'over-valued' currency

Wednesday at 44 to the dollar, at around 55.

Mr Mbari said most of the fledgling stock market yesterday said an over-valued national currency had caused a sharp fall in profits among Kenya's blue-chip companies. He called on the government to peg the shilling at a lower level.

Mr Jimnah Mbari said that after allowing the shilling's strength to be determined by supply and demand for the past two years, it was time for a managed exchange rate policy. He recommended stabilising the shilling, quoted on

Kenyan profits hit by 'over-valued' currency

Wednesday at 44 to the dollar, at around 55.

Mr Mbari said most of the fledgling stock market yesterday said an over-valued national currency had caused a sharp fall in profits among Kenya's blue-chip companies. He called on the government to peg the shilling at a lower level.

Mr Jimnah Mbari said that after allowing the shilling's strength to be determined by supply and demand for the past two years, it was time for a managed exchange rate policy. He recommended stabilising the shilling, quoted on

This announcement appears as a matter of record only.



US\$ 36,000,000

REVOLVING CREDIT FACILITY
On behalf of Steel Factor Limited
to finance the purchase of export receivables

Borrower
STEEL FACTOR LIMITED

Lead Managers
BERLINER HANDELS- UND FRANKFURTER BANK
CREDIT SUISSE
ING BANK

Managers
CAISSE NATIONALE DE CREDIT AGRICOLE
DRESNER BANK AG
STANDARD CHARTERED BANK

Arranger
ING BANK

Agent
ING BANK

ING BANK

March 1995

HongkongBank

The Hongkong and Shanghai Banking Corporation Limited
(Incorporated in Hong Kong with limited liability)

U.S. \$400,000,000
PRIMARY CAPITAL UNDATED FLOATING RATE NOTES
(THIRD SERIES)

Notice is hereby given that the Rate of Interest has been fixed at 6.375% and that the interest payable on the relevant Interest Payment Date July 13, 1995, in respect of US\$5,000,000 nominal of the Notes will be US\$80.57 and in respect of US\$100,000,000 nominal of the Notes will be US\$1,611.46.

April 13 1995, London
By Citibank N.A., (Issuer Services), Agent Bank

CITIBANK

\$200,000,000
BHH International
Finance PLC

Guaranteed Secured Floating
Rate Notes due 1995

For the period from April 11, 1995 to July 11, 1995 the Notes will carry an interest rate of 7% per annum with an interest amount of \$1,745.21 per \$100,000 and of \$1,745.21 per \$100,000 Note.

The relevant interest payment date will be July 11, 1995.

Agent Bank
BANQUE PARIBAS

100 Boulevard

1994 results

On April 10, 1995, the Board of Directors of GTM-ENTREPOSE, chaired by Mr. André JARROSSON, reviewed the Group's 1994 consolidated accounts

Key figures (in FRF million)	1994	1993	Change 1994-1993
Turnover	30,888	28,779	+ 7.3%
of which international	36%	39%	
Income from continuing operations	518	473	+ 9.5%
Non-recurring items	(98)	(94)	
Net income before minority interests	349	269	
Net income	202	171	+ 18.1%
Depreciation allowance	872	856	
Cash flow	1,458	1,353	+ 7.8%
Net investments	848	843	

Turnover increased both in France and internationally.

The year was marked by an upswing in income from concessions; a reduction in losses in the property development (which were, nonetheless, over FRF 130 million) and foundations sectors; the excellent performance of the offshore oil installation sector, which again reached profit of almost FRF 100 million, and highways and industrial installations. The electrical installations improved and the engineering sector returned to profit.

In Building and Civil Engineering, DUMEZ-GTM profits stood at FRF 60 million, in line with forecasts made at the beginning of the year.

The Group's finances continued to improve. Available cash stood at over FRF 4.5 billion, outweighing long-term debt by more than FRF 100 million.

Orders booked as at January 1, 1995 stood at FRF 22.9 billion, slightly lower than at January 1, 1994 (FRF 24.1 billion).

Given the improvement both in parent company results, which rose from FRF 82.3 million in 1993 to FRF 87.6 million in 1994 and in consolidated net income, the Board will propose, at the Annual General Meeting of Shareholders on June 30, 1995 at 10:30 a.m., that the dividend be increased to FRF 8 per share (FRF 12, including tax credit). 1994's dividend was FRF 7.5 per share. The Board will also propose the renewal of the Board membership terms of Messrs. BIZOT, JARROSSON and de PANAFIEU.

The Board of Directors also reviewed the proposed transfer by DUMEZ (a fully owned subsidiary of LYONNAISE des EAUX) of 50% of DUMEZ-GTM capital to GTM-ENTREPOSE (which is itself 60% owned by LYONNAISE des EAUX). This transfer had already been examined in detail by a specially appointed committee of three directors.

This operation will increase the GTM-ENTREPOSE holding in DUMEZ-GTM to 100%, and will regroup practically all LYONNAISE des EAUX construction activities under GTM-ENTREPOSE.

GTM-ENTREPOSE will then rank among the top four construction groups in Europe, with annual turnover of around FRF 43 billion, including FRF 24 billion in building and civil engineering and FRF 19 billion in other construction activities (roads, industrial installations, electrical, offshore and engineering etc.) and concessions.

The Board of Directors, meeting on March 14, had approved this operation in principle. The Board considered that it will be favorable for the Group's expansion and unity, and increase its equity and income.

Following analysis carried out according to established criteria and in particular considering the appraisal of revalued net assets, the parity ratio has been set at four (4) DUMEZ-GTM shares to one (1) GTM-ENTREPOSE share.

The terms of the operation are currently being considered by expert appraisers of capital contributions. A fairness opinion will be expressed by an independent financial institution, Crédit Commercial de France.

Using the parity ratio above, 1,226,138 new GTM-ENTREPOSE shares will be created and allocated to DUMEZ in compensation for its contribution. The combined holding of the LYONNAISE DES EAUX Group in GTM-ENTREPOSE will increase from 60.57% at December 31, 1994, to 65.02%.

The capital contribution will be submitted for approval to the Extraordinary General Meeting of Shareholders, to be held June 30, 1995 following the Annual General Meeting.

The Board of Directors will also propose, at the Extraordinary General Meeting, a renewal of its authority to increase GTM-ENTREPOSE capital by issuing various types of securities, with or without preferred subscription rights, or via the issue of bonus shares, on the condition that this operation does not raise the capital in excess of FRF 1 billion. The Board does not intend to use this authority in the near future.

With the objective of motivating Group employees' and management and strengthening their loyalty, the Board will propose that it be authorized to increase GTM-ENTREPOSE capital by up to 5% through a share issue reserved for employees and by up to 2% through the allocation of stock options.



GTM-ENTREPOSE

IMAGINER POUR ENTREPRENDRE

صكرا من الاعمال

Forte cites Meridien buy as year's high spot

By Scheherazade Daneshkhu, Leisure Industries Correspondent

Forte, the UK's largest hotel company, yesterday reported a rise in pre-tax profits in the year to January 31 to £127m, (£203m) an increase of 14 per cent on the previous year's restated £111m.

Sir Rocco Forte, the chairman, said it had been a year of "solid progress" and highlighted November's £280m purchase of the Meridien hotel chain from Air France as giving the company "a significant presence in the international hotel market".

While sales and profits for the year to date were ahead of last year, he warned that general levels of demand, particularly from the UK, "are not buoyant". After the statement, Forte shares fell by 4p to 236p,

despite a rising market.

While occupancies rose at Forte's UK hotels, there was a marked improvement in the performance of London hotels compared with the provinces.

Occupancy at London hotels rose by 6 percentage points compared with the previous year, backed by an increase in average room rates of 8 per cent.

In the provinces, however, the average room rate fell by 1 per cent as occupancy rose by 5 per cent.

Mr Keith Hamill, finance director, said that more volume had been sold during weak periods. "The test is to come this year because we do have to move rates up," he added.

While Forte Posthouse and Travelodge budget hotels performed strongly in the provinces, its Heritage, White Hart

and Crest brands trailed behind. Some of these hotels will be sold, Forte said. £350m will be raised from asset sales in the next few years.

Performance from international hotels, which contributed £26m (on sales of £359m) to total hotel profits of £174m, was mixed. Sales in northern Europe showed marginal improvement while North America was "satisfactory". The strongest performance came from southern Europe and the Caribbean.

Sales at Forte's motorway restaurants increased by 5 per cent to £554m with profits increasing 22 per cent to £82m.

The board recommended an unchanged dividend of 7.5p. Earnings per share increased to 10.1p compared with 6.6p before exceptional items last year, or 9p afterwards.

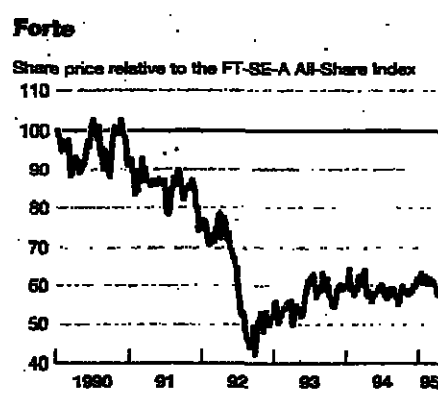
LEX COMMENT

Forte

Forte's claim of being "Host to the World" still sounds somewhat hollow, since only 10 per cent of profits come from international hotels, but things are looking up. By buying the Meridien group, it has gained a base and a brand name on which to build an international hotel management business, thereby taking some of the cyclical out of its business. Meanwhile, room yields are picking up across its entire range of hotels, with a particularly strong performance in London.

Of course, hotel companies have a knack of pulling surprises out of their balance sheets; and this time Forte managed a £35m loss on closing out an interest swap contract. In addition, debt remains high, at £1.6bn, and free cash flow of £99m is light, when compared with a £59m dividend pay-out. Nonetheless, the management is making the right moves. It has lined up about £250m of assets for sale, including an assortment of tired, unbranded hotels. These are substantial absorbers of cash. The proceeds from sales, however, will be reinvested in developing a more cash-generative hotel management business through minority interests in 5-star properties.

However, under the most optimistic profit



Source: FT Graphics

forecasts for the year to January 1997, Forte shares are trading at a 12 per cent premium to the market. And accounting changes on deferred tax, and possibly depreciation of freehold properties, could make that premium look higher still. Given such lofty expectations, it could be hard for the revamped management to produce a pleasant surprise.

Acquisitions help Smiths to £58m

By Tim Burt

Smiths Industries, the aerospace and healthcare group, yesterday announced a sharp increase in first-half profits, following maiden contributions from new acquisitions and strong organic growth.

The group, which has spent £350m on new businesses in the past two years, saw pre-tax profits rise by 26 per cent from £46m to £58m (£82.8m) in the six months to January 28.

Mr Roger Hurn, chairman and chief executive, said the improvement had been fuelled by new subsidiaries in the medical systems and industrial divisions, and better-than-expected results from its existing aerospace operations.

"The medical and industrial divisions will continue to drive the business forward, until aerospace sales pick up," he added.

Sales to civil and military aircraft manufacturers fell slightly from £174.1m to £172.3m, but continued cost-cutting and an 11 per cent cut

in the workforce to 4,900 helped lift operating profits to £16.3m (£14.1m).

Although he declined to predict when the aviation industry would pick up, Mr Hurn said Smiths would benefit from the first deliveries of the Boeing 777 later this year and rising military equipment sales in the US.

"The division's contribution was overshadowed by the medical side, where profits rose 40 per cent to £26.1m (£18.7m) amid buoyant demand for infusion pumps manufactured by Deltec, the US healthcare equipment company acquired for £150m last June, and improved productivity in the UK.

The industrial division, including companies such as Vent-Axia - the fans and hand driers maker, reported a 38 per cent increase in profits to £16.1m (£11.7m) following gains from new subsidiaries such as Turco, the US heating element company, and Dura-Vent, the US ducting business.

Buds of European expansion

Roderick Oram looks at Anheuser-Busch's move into UK brewing

The Stag Brewery was worth more dead than alive, many British brewers believed, yet Anheuser-Busch, the world's biggest beer producer, yesterday made it a foundation stone of its European strategy.

Sitting on a choice site near the River Thames at Mortlake, south-west London, the brewery seemed like an ideal candidate for closure. Such a demise would help take excess brewing capacity out of the UK industry and generate property profits for the seller.

But for Busch the brewery has considerable appeal, particularly its experience making Budweiser lager to its exacting specifications. UK brewing of Bud started in 1984 under licence in Halifax, but was transferred to Mortlake in 1986.

"It produces good beer and we know the people well," says Mr Christopher Stainow, managing director of Anheuser-Busch European Trade.

All the barley and rice for the beer is imported from the US while hops come from Europe and the US. Beechwood

chips, unique to Bud, also come from the US. The chips help keep the yeast in suspension to prolong fermentation.

The brewery's sole product is Bud with an output "in excess of 1m hectolitres - 800,000-900,000 barrels - a year", says Mr Martyn Turner, the Busch brewmaster at Mortlake. He will become production director when Busch takes management control next month. The joint venture board will have three Busch members and two Courage.

All Bud sold on the Continent comes from Mortlake, although Guinness also brews it under licence for the Irish market. Analysts believe that Mortlake exports about 500,000 barrels of Bud a year, with some of it packaged abroad by partners such as Peroni, the Italian brewer.

"We will continue to build that up by working with the best local partners," Mr Stainow says. "We aim to make Budweiser a key player in every single market."

But for Busch the crown jewel of European brewing,

Budejovicky Budvar, remains as elusive as ever. American Bud derives its name from the Czech brewer of Budweiser. Busch wants a stake in Budvar to cement relations and clear up a trademark dispute hampering Busch's development in some markets. But Czech feelings are running strongly against a deal.

A European thrust is only part of Busch's wider international strategy. Like other US brewers it came late to foreign markets, only moving beyond the US in 1981 with a licensed brewing agreement in Canada.

It has a two-pronged strategy of building Budweiser into an international brand and of building a portfolio of equity investments in leading foreign brewers and foreign brands.

Its investments have spread rapidly through central and south America and Asia, but half its international volume comes from three markets: the UK, Japan and Canada.

The brewery is running close to its current open capacity,

but production could rise by about 50 per cent by reopening mothballed plant at minimal expense, Mr Turner says.

Downstream, Busch will invest immediately, however, in a bottling plant on the site while cans and kegs will continue to be filled at Courage's Reading brewery.

But Busch chose to leave unanswered yesterday a lot of questions about the financial structure of the joint venture and its strategy.

The brewery remains the property of Courage, which only leases it to the 50:50 joint venture. If, as widely expected, Courage is sold soon to Scottish & Newcastle, S&N would become the brewery lessor and joint venture partner.

Busch has veto power over who is its partner, but it would seem highly likely that S&N was fully informed of yesterday's deal.

Busch says it wants to work with local partners, but Courage and S&N will have to prove their worth or Busch might take even more control over its European destiny.

TUNISIAN REPUBLIC

NOTICE OF OFFER FOR SALE

Sale of 198,900 shares representing 51% of the share capital of Société des Stations Thermales et des Eaux Minérales.

"SOSTEM"

Within the framework of Tunisia's privatisation program, the Tunisian Office de Thermalisme is offering for sale 51% of the share capital of Société des Stations Thermales et des Eaux Minérales "SOSTEM". 198,900 shares each with a nominal value of 5 Tunisian dinars.

SOSTEM is a bottling and distribution company of mineral water. The company has 4 production plants and holds capital in two mineral water companies and one distribution company. SOSTEM's share in the Tunisian mineral water market is greater than 50%.

As of the publication date of this notice all interested investors - whether Tunisian or foreign, residents or non residents of Tunisia - are invited to procure, upon payment of 500 dinars, the conditions of sale or shareholder's agreement (cahier des charges), as well as the financial statement and technical files of SOSTEM, from the corporate headquarters of Société Tunisienne de Banque, which is responsible for this transaction's execution. Inquiries should be directed to: Direction Centrale des Services Financiers et Gestion de Patrimoine, Rue Hédi Nouria 1001 Tunis - 2ème étage - Tour A Tunisia (tel: (2161) 340.448 - FAX (2161) 340.455).

Upon prior appointment with the company's chief executive officer (tel: (2161) 345.618 - FAX (2161) 350.832), all investors placing a tender offer may visit the corporate headquarters and other units of SOSTEM between the hours of 9.00 am and 12.00 noon on working days.

All bids, along with the required documents as stated in the "conditions of sale" (Cahier des charges) shall be sent under double cover (twice-sealed) via registered mail to the attention of: Ministère du Développement Economique Secrétariat de l'Unité de Privatisation - Place Ali Zouari 1000 Tunis (Tunisia).

The outside envelope should give no indication as to the identity of the bidder and should be stamped "NE PAS OUVRIR - CONFIDENTIEL" appel d'offres pour l'acquisition de 198,900 actions "SOSTEM".

All bids must be delivered to the Ministère du Développement Economique no later than May 18, 1995.

Any bid which is received after this deadline or any incomplete bid will be automatically rejected.

STB: Tél (2161) 340.448 - Fax: (2161) 340.459
SOSTEM: Tél (2161) 345.618 - Fax: (2161) 350.832

USD 10,000,000.00 EURO MEDIUM TERM NOTE OF SOCIÉTÉ GÉNÉRALE, SOCIÉTÉ GÉNÉRALE ACCEPTANCE NV AND SOCIÉTÉ GÉNÉRALE AUSTRALIA LIMITED

SERIE N° 166
SOCIÉTÉ GÉNÉRALE ACCEPTANCE NV
FRF 1,500,000,000
3 MONTH PIBOR RATE RANGE FLOATING
RATE NOTES DUE JANUARY 1998
ISIN CODE XS0055105893

1. Notice is hereby given to the Noteholders that, pursuant to the Terms and Conditions of the Notes, the rate applicable to the period from January 12th, 1995 to April 12th, 1995 was 2.850576 % P.A. This rate has been determined according to the formula provided for in Condition 6 i.e. (Reference Rate + 1.50 %) x N.

where Reference Rate = 5.9375 %, N = 5, n = 13
Therefore, the interest payable on April 12th, 1995 against surrender of coupon nr 1 was:
FRF 715.14 per Note in the denomination of FRF 100,000
FRF 7151.44 per Note in the denomination of FRF 1,000,000

2. The Specified Range for the new period April 12th, 1995 to July 12th, 1995 has been fixed at: 6.540935 % (lower limit) - 7.540935 % (upper limit)

THE PRINCIPAL PAYING AGENT
SOCIÉTÉ GÉNÉRALE
SOCIÉTÉ GÉNÉRALE GROUP
15, Avenue Emile Reuter
LUXEMBOURG

World class banking doesn't just happen.

It starts with sound management, substantial reserves and prudent policies.

It's reinforced by our association with the global Citibank network, through which we have instant, electronic links with over 30,000 employees worldwide. And we have our own offices in the most important financial centres for our customers: New York, London, Paris, Geneva and Istanbul.

The scale and sophistication of our operations enable us to offer expertise in financial engineering, exchange-rate and exposure management techniques

which is the equal of that available anywhere and is founded on our intimate knowledge of financial life in Saudi Arabia.

Continuous programmes of training and career development extend the skills of every one of our carefully-chosen, highly-motivated staff.

As a customer, you'll find Samba offers world class service, within and beyond the Kingdom.

So if you want to deal with a bank that delivers on its promises, talk to the one that speaks your language the language of leadership.

Saudi American Bank البنك السعودي الأمريكي

Talk to the Leader.

Head Office: P.O. Box 855, Riyadh 11421, Tel: (011) 477-4770. Branches: London, 11 Abchurch Lane, EC4N 3DF, Tel: (44) 711 355 4111.
Branch New York 605, 24 Avenue, New York, NY 10055, Tel: (212) 212 207 8274. Branches: Geneva, 1204 Geneva, Tel: (41) (22) 310 24 00.
Branch: Istanbul, P.O. Box 49, Levent, Istanbul, Tel: (90) (212) 300 284/7. Branch: Paris, 51 Avenue Hoche, Paris 75008, Tel: (33) (1) 439 00000.



FINANCIAL TIMES
Conferences

SOUTH AFRICA

A New Era for Business
Finance and Investment

2 & 3 May 1995 -

Cape Sun Hotel, Cape Town

This major Financial Times Conference will review the policies and programmes of the government of national unity as it enters its second year of office and assess business, finance and investment prospects.

Speakers include:

Dr Chris Stals
South African Reserve Bank

Mr Jay Naidoo MP
Minister without Portfolio in the
Office of the President

Mr Euan Macdonald
SG Warburg & Co Ltd

Mr Trevor Manuel MP
Minister of Trade & Industry

Ms Marianne Hay
Morgan Stanley Asset Management

Mr M L Davis
Gencor Limited

For further details please contact:

Financial Times Conferences,
PO Box 3651, London SW12 8PL
Tel: (+44) 181 673 9000
Fax: (+44) 181 673 1335

The Financial Times plans to
publish a survey on

INVESTING IN SOUTH AFRICA

on 2 May 1995

The survey will report on the country's economy, political scene, financial markets and industrial and commercial profiles.

For more information on editorial content and details of advertising opportunities available in this survey, please contact:

Chris Manson in South Africa
Tel: 27 11 803 8679
Fax: 27 11 803 5898

OR

David Roulstone in London
Tel: 0171 873 3238
Fax: 0171 873 3595

INTERNATIONAL CAPITAL MARKETS

Treasuries recover after lacklustre start

By Lisa Branstetter in New York and Martin Brice and Richard Lepper in London

News that consumer prices were slightly weaker than expected failed to cheer the bond market yesterday morning, but short covering and signs of declining car and truck sales helped lift prices later in the morning.

Near midday, the benchmark 30-year Treasury was up 1/8 of a point to 103 1/8, yielding 7.364 per cent. At the short end of the market, the two-year note was up 1/8 of a point to 100 1/8, yielding 6.896 per cent.

had fallen 18.1 per cent in the first 10 days of April. That was the worst 10-day sales rate in more than three years, according to CNW Marketing/Research, the firm that produced the study.

By the time the study was released, bond prices had recovered. The 30-year Treasury was up 1/8 of a point to 103 1/8, yielding 7.364 per cent.

GOVERNMENT BONDS

Some of yesterday's market activity was driven by traders working to square out positions ahead of the long weekend.

The market will shut early today and is closed on Friday in observance of Good Friday.

Bonds also received support from the dollar, which posted modest gains against the D-Mark and the yen.

German government bonds stayed in range-trading limits yesterday, as volumes continued to diminish ahead of the Easter break. The market is closed tomorrow and Monday.

Bunds were unmoved by data from the US on consumer prices, and the results of the Bundesbank's variable-rate repo, at which the lowest accepted rate was 4.50 per cent.

On Life, the June 10-year futures contract was around 92.37 in late trading, up 0.31.

Traders expect June bonds to stay in a range of 92.00 to 92.50.

UK government bonds were squeezed up in low volumes yesterday.

Any money coming in to the market was staying at the short end, said one trader. Big investment decisions were held until after today's retail price figures, which some analysts suggest might come in slightly stronger than expected.

any of 3% per cent. Jobs data suggested the tightening in the labour market was easing off, as the March fall in unemployment of 20,500 was less than expected and the smallest fall since July last year.

Mr Don Smith at HSBC Markets said the data underlined the disinflationary nature of the labour market climate, and so provided some comfort about longer-term inflation prospects.

On Life, the June 10-year futures contract was around 103.98 in late trading, up 0.14.

The spread of the 10-year benchmark gilt over bonds was around 146, virtually unchanged from 147 the day before.

Italian government bonds edged up as investors waited for the result of talks between the government and trade unions on pension fund reform.

On Life, the June 10-year futures contract was around 94.02 in late trading, up 0.15.

Losses on derivatives 'likely to continue'

Losses from derivatives are likely to continue in the future, Mr Charles Taylor, executive director of the Group of Thirty, said, Reuters reports.

He said banks' derivatives activity had slowed in the second half of 1994 and profits in that area were lower in the period.

Mr Taylor said there was evidence of a "considerable" drop in profits from derivatives for banks.

Mr Taylor said he did not expect any congressional initiatives on derivatives to become law this year.

Separately, he said the Bank for International Settlements had gone back to the drawing board on capital adequacy rules and was "very close to producing new rules".

French, German exchanges mull closer links

By Andrew Jack in Paris and Andrew Fisher in Frankfurt

The French and German stock exchanges said yesterday they were studying ways of extending their co-operation.

In a joint statement, the Deutsche Borse, the company which runs the German stock exchange, the Societe des Bourses Francaises, the French stock exchange operator, and the Matif, the French futures exchange, said they were considering "enhanced co-operation" which could include some links between the cash markets - or main equity exchanges - as well as derivatives products between Paris and Frankfurt.

However, yesterday's developments also led to some confusion because of a further delay in the decision about which two of four Matif contracts are to be offered to DTB market participants.

A decision had been expected last month.

Last September - when the first stage of the agreement between the DTB and Matif was implemented - Matif members were given direct access to German Bund (long-term government bond) and Bobl (medium-term bond) futures and options contracts.

In the second part of the projects, scheduled for implementation at the end of 1995, Matif will allow DTB participants to trade two of its products - the 3-month Fibor future and option, the French medium-term future, and the CAC-40 stock index future - in Frankfurt.

The issue has been the subject of considerable debate among Matif members.

Aprin, the association for Matif members, said it had voted at its annual meeting on Tuesday to actively pursue several questions, including the

nature of the agreement with DTB, and the potential risks of delocalisation of the market.

However, some of Matif's members expressed more open frustration yesterday. "Every thing is now open," said one.

"We have new, very substantial elements which we just cannot ignore. A lot of things have changed since we first discussed the link-up three years ago. We need to know what is the strategy for the Paris financial marketplace."

In an apparent attempt to meet criticism of the 1993 move, Matif, SBF and Deutsche Borse said they "would like to stress the importance of their commitment to work together to the benefit of all market participants".

They said the original Matif DTB agreement to start work on a joint Franco-German derivatives platform was "the starting point of a co-operation of strategic importance and innovative character".

Referring to the benefits of the move which put the DTB and the Frankfurt stock exchange together within Deutsche Borse, the joint statement said analysis had shown "the clear benefits of a convergent market organisation for both the cash and derivatives exchanges between Frankfurt and Paris".

Deutsche Borse said it was too early to say how the co-operation might develop or how Germany's electronic trading system would be linked with France's CAC network.

The two exchanges originally agreed at the end of 1993 to set up a trading system for derivatives called Tradens. The legal framework underpinning the strategic link was completed last month by the exchange of information agreement between French and German regulatory authorities.

Merrill Lynch brings \$300m yankee for Santander

By Antonia Sharpe

New issue activity in the eurobond market ground to a halt yesterday as the long Easter weekend approached.

By contrast, there was some further issuance in the yankee bond market - the US domestic bond market for foreign borrowers.

Merrill Lynch arranged a \$300m offering of 10-year yankee bonds for Santander, the Spanish bank.

The spread on the subordinated bonds was set at 85 to 88 basis points over the yield on 10-year Treasuries.

Santander's offering followed a yankee deal on Tuesday for Carter Holt Harvey, the New Zealand forestry group. The \$300m offering was divided

equally into seven-year and 10-year bonds and was priced to yield 67 basis points over Treasuries.

Syndicate managers said more issuance was likely in the yankee market, which offers better opportunities than the eurobond market to issuers with lower credit ratings.

INTERNATIONAL BONDS

Trading in the secondary eurobond market was slow yesterday and the usually-active rumour mill was also quiet.

Apart from old chestnuts such as jumbo issues from Glaxo and Belgium in D-Marks, the only new speculation was that PepsiCo was considering a

five-year eurobond offering in D-Marks. However, syndicate managers said that the lack of arbitrage opportunities would make it difficult for PepsiCo to meet its sub-Libor funding targets.

Traders said the eurodollar market was transfixed by the proposed \$2.8bn takeover of the Chrysler car company by an investment company owned by financier Mr Kirk Kerkorian. Chrysler does not have any outstanding eurobonds but traders said spreads on Chrysler's bonds in the domestic US market widened slightly after the news.

The lack of supply in recent weeks has prompted a tightening of spreads in most areas of the eurobond market, particularly the euroyen sector as

investors sought paper in order to make currency gains. At one stage, the World Bank's yen global bonds were yielding about 30 basis points below the yield on Japanese government bonds, although they then stabilised at about 10 basis points below JGBs.

Spreads on Italy's foreign-currency bonds also tightened in following news of progress on pensions.

Syndicate managers welcomed news that the Italian Treasury asked the Bank of Italy would abolish remaining conditions limiting access to lead-managing eurodollar issues.

On Tuesday, the Italian authorities said reciprocity of access to foreign banks' home markets and a physical presence in Italy would no longer

be requested as a condition. The changes meant that any foreign bank that maintained a "stable and significant position in the secondary market" would be able to conduct eurodollar operations.

South Africa is likely to launch its first bond in the samurai market - the Japanese domestic market for foreign borrowers - in May, Reuters reports from Tokyo.

The maturity is likely to be five years and the volume is expected to be about \$500m.

Last month, South Africa said it had appointed Daiwa Securities as a "possible lead manager" for a samurai issue.

South Africa launched its first post-apartheid international borrowing in December with a \$750m global bond issue.

WORLD MARKET PRICES

BENCHMARK GOVERNMENT BONDS

	Coupon	Red Date	Price	Day's Change	Week ago	Month ago
Australia	8.000	09/04	95.3100	-0.170	9.77	9.85
Austria	7.500	01/05	100.5300	-0.200	7.41	7.39
Belgium	6.500	02/05	103.0500	-0.010	7.91	7.98
Canada*	12.000	12/04	101.9000	-0.250	8.70	8.78
Denmark	7.000	12/04	104.7700	-0.150	8.76	8.78
France	8.000	05/06	101.0500	-0.050	7.59	7.60
Germany	6.000	04/05	101.8500	-0.260	7.10	7.03
Italy	6.250	10/04	104.7000	-0.300	8.82	8.82
Japan	5.000	01/05	101.0000	-0.410	13.00	13.03
Netherlands	6.000	06/09	107.9200	-0.280	8.80	8.80
Portugal	11.000	09/04	106.7700	-0.260	7.94	7.95
Spain	10.000	02/05	103.0500	-0.250	7.91	7.98
Sweden	6.000	02/05	103.0500	-0.250	7.91	7.98
UK Gilts	9.000	02/05	103.0500	-0.250	7.91	7.98
US Treasury*	7.500	02/05	103.0500	-0.250	7.91	7.98
ECU (Frankfurt)	6.000	04/05	101.8500	-0.260	7.10	7.03
London clearing						
* Gross, including withholding tax at 12.5 % per annum payable by non-residents						
Yields: London market standard.						

UK Gilts

Strike	Price	Yield	Week	Month
100	101.00	7.50	9.77	9.85
101	102.00	7.50	9.77	9.85
102	103.00	7.50	9.77	9.85
103	104.00	7.50	9.77	9.85
104	105.00	7.50	9.77	9.85
105	106.00	7.50	9.77	9.85

FT ACTUARIES FIXED INTEREST INDICES

Index	Value	Change	Yield
1-5 years	119.75	+0.22	11.61
5-10 years	141.71	+0.43	11.61
10-15 years	158.56	+0.56	11.61
15-20 years	162.42	+0.59	11.61
20-25 years	138.27	+0.38	11.61

FT FIXED INTEREST INDICES

Index	Value	Change	Yield
Govt. Secs. (UK)	92.21	+0.11	9.21
Govt. Secs. (US)	92.21	+0.11	9.21
Govt. Secs. (JP)	92.21	+0.11	9.21
Govt. Secs. (FR)	92.21	+0.11	9.21
Govt. Secs. (DE)	92.21	+0.11	9.21

US INTEREST RATES

Rate	Value	Change
1-month	5.78	-0.01
3-month	5.78	-0.01
6-month	5.78	-0.01
9-month	5.78	-0.01
12-month	5.78	-0.01

UK Gilts

Rate	Value	Change
1-month	5.78	-0.01
3-month	5.78	-0.01
6-month	5.78	-0.01
9-month	5.78	-0.01
12-month	5.78	-0.01

FT/SMI INTERNATIONAL BOND SERVICE

Index	Value	Change	Yield
1-5 years	119.75	+0.22	11.61
5-10 years	141.71	+0.43	11.61
10-15 years	158.56	+0.56	11.61
15-20 years	162.42	+0.59	11.61
20-25 years	138.27	+0.38	11.61

FT/SMI INTERNATIONAL BOND SERVICE

Index	Value	Change	Yield
1-5 years	119.75	+0.22	11.61
5-10 years	141.71	+0.43	11.61
10-15 years	158.56	+0.56	11.61
15-20 years	162.42	+0.59	11.61
20-25 years	138.27	+0.38	11.61

BOND FUTURES AND OPTIONS

Index	Value	Change	Yield
1-5 years	119.75	+0.22	11.61
5-10 years	141.71	+0.43	11.61
10-15 years	158.56	+0.56	11.61
15-20 years	162.42	+0.59	11.61
20-25 years	138.27	+0.38	11.61

BOND FUTURES AND OPTIONS

Index	Value	Change	Yield
1-5 years	119.75	+0.22	11.61
5-10 years	141.71	+0.43	11.61
10-15 years	158.56	+0.56	11.61
15-20 years	162.42	+0.59	11.61
20-25 years	138.27	+0.38	11.61

BOND FUTURES AND OPTIONS

Index	Value	Change	Yield
1-5 years	119.75	+0.22	11.61
5-10 years	141.71	+0.43	11.61
10-15 years	158.56	+0.56	11.61
15-20 years	162.42	+0.59	11.61
20-25 years	138.27	+0.38	11.61

BOND FUTURES AND OPTIONS

Index	Value	Change	Yield
1-5 years	119.75	+0.22	11.61
5-10 years	141.71	+0.43	11.61
10-15 years	158.56	+0.56	11.61
15-20 years	162.42	+0.59	11.61
20-25 years	138.27	+0.38	11.61

France

Index	Value	Change	Yield
1-5 years	119.75	+0.22	11.61
5-10 years	141.71	+0.43	11.61
10-15 years	158.56	+0.56	11.61
15-20 years	162.42	+0.59	11.61
20-25 years	138.27	+0.38	11.61

France

Index	Value	Change	Yield
1-5 years	119.75	+0.22	11.61
5-10 years	141.71	+0.43	11.61
10-15 years	158.56	+0.56	11.61
15-20 years	162.42	+0.59	11.61
20-25 years	138.27	+0.38	11.61

France

Index	Value	Change	Yield
1-5 years	119.75	+0.22	11.61
5-10 years	141.71	+0.43	11.61
10-15 years	158.56	+0.56	11.61
15-20 years	162.42	+0.59	11.61
20-25 years	138.27	+0.38	11.61

France

Index	Value	Change	Yield
1-5 years	119.75	+0.22	11.61
5-10 years	141.71	+0.43	11.61
10-15 years	158.56	+0.56	11.61
15-20 years	162.42	+0.59	11.61
20-25 years	138.27	+0.38	11.61

Germany

Index	Value	Change	Yield
1-5 years	119.75	+0.22	11.61
5-10 years	141.71	+0.43	11.61
10-15 years	158.56	+0.56	11.61
15-20 years	162.42	+0.59	11.61
20-25 years	138.27	+0.38	11.61

Germany

Index	Value	Change	Yield
1-5 years	119.75	+0.22	11.61
5-10 years	141.71	+0.43	11.61
10-15 years	158.56	+0.56	11.61
15-20 years	162.42	+0.59	11.61
20-25 years	138.27	+0.38	11.61

Germany

Index	Value	Change	Yield
1-5 years	119.75	+0.22	11.61
5-10 years	141.71	+0.43	11.61
10-15 years	158.56	+0.56	11.61
15-20 years	162.42	+0.59	11.61
20-25 years	138.27	+0.38	11.61

Germany

Index	Value	Change	Yield
1-5 years	119.75	+0.22	11.61
5-10 years	141.71	+0.43	11.61
10-15 years	158.56	+0.56	11.61
15-20 years	162.42	+0.59	11.61
20-25 years	138.27	+0.38	11.61

UK Gilts

Index	Value	Change	Yield
1-5 years	119.75	+0.22	11.61
5-10 years	141.71	+0.43	11.61
10-15 years	158.56	+0.56	11.61
15-20 years	162.42	+0.59	11.61
20-25 years	138.27	+0.38	11.61

UK Gilts

Index	Value	Change	Yield
1-5 years	119.75	+0.22	11.61
5-10 years	141.71	+0.43	11.61
10-15 years	158.56	+0.56	11.61
15-20 years	162.42	+0.59	11.61
20-25 years	138.27	+0.38	11.61

MARKETS REPORT

Interest rates dominate quiet Easter markets

Belgium and Holland both cut their interest rates yesterday after a variable rate tender left the repo rate in Germany at 4.5 per cent, *Philip Gosselin*.

The stability of German rates provided the leeway for Holland and Belgium to act. In both cases the decision was made possible by the currency strength enjoyed since the Bundesbank cut German rates two weeks ago.

Belgium cut its central rate to 4.75 per cent from 5 per cent, while Holland cut its special advances rate - the equivalent of the German repo rate - to 4.4 per cent from 4.5 per cent.

Elsewhere in Europe, the reverse process was underway with Sweden's Riksbank raising rates against a backdrop of recent weakness in the krona. The deposit rate was increased to 7.5 per cent from 6.5 per cent, while the lending rate was raised to 9 per cent from 8.5 per cent.

The Belgium franc finished unchanged in London at

BFR20.55 against the D-Mark, while the Dutch guilder was unchanged at F11.12. The Swedish krona closed weaker at SKr5.253, from SKr5.233.

Elsewhere, the dollar maintained the steady showing of recent days. It finished in London at DM1.404 from DM1.401. Against the yen it closed at Y84.08 from Y83.635.

Sterling had a disappointing day, finishing half a cent lower against the D-Mark, at DM2.5313, and nearly a cent down against the dollar, at \$1.5884. The trade weighted index slipped to 84.5, not far above the all time low of 83.9 reached in February 1993.

Foreign exchange activity was mostly quiet yesterday.

Pound in New York

Apr 12	Close	High	Low	1m	3m	1y
Apr 12	1.5884	1.5911	1.5857	1.5897	1.5915	1.5911

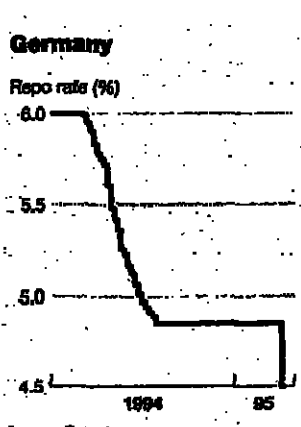
Trading has already gone into the Easter mode, with the only remaining issue being whether action the Bank of Japan decides to announce tomorrow.

There was some unwinding of long yen positions ahead of the event. Analysts said the dollar's recovery against the yen after reaching a new low of Y80.15 on Monday was reminiscent of how it recovered against the D-Mark after touching a low of DM1.3450 on March 8.

Markets have been abuzz for weeks with rumours about what steps the BOJ might take to stimulate Japanese demand, which would probably take pressure off the yen. Top of the list is a cut in the official discount rate, from 1.75 per cent, perhaps by as much as 100 basis points.

Other measures discussed include a fiscal stimulus, improved foreign access to Japanese markets, and a tax on foreign-held yen deposits.

Mr Joe Prendergast, analyst



There was little surprise at the German repo coming in at 4.5 per cent, unchanged from the last fixed rate. Mr Johann Wilhelm Gaddum, the Bundesbank vice-president, had previously stated that 4.5 per cent was an "orientation point" for the repo.

Ms Alison Cottrell, analyst at Paine Webber in London, said it was fairly standard practice for the Bundesbank to engineer an unchanged repo on the first auction after switching from a fixed to a variable rate.

"They are doing as little as they can to encourage banks that rates are on their way down," she said.

Ms Cottrell described the Dutch central bank's decision to cut rates as a "passive reaction, almost a technicality." She said it was purely a function of the strength of the guild.

Dutch interest rates have now slipped below those in Germany, a situation only possible because of the guild's

status as a D-Mark proxy.

In the case of Belgium the rebound from currency weakness has been sufficient to allow interest rates to fall below where they were before the central bank raised rates to defend the currency.

After trading around the BFR20.6 level against the D-Mark for a year, the franc spiked up to BFR20.775 last month, before the central rate was raised to 5.85 per cent on March 8.

The Bank of England provided UK money markets with \$440m late assistance after forecasting a daily shortage of \$700m. Failure to operate in the earlier rounds saw overnight rates rise to 6 per cent.

WORLD INTEREST RATES

Money Rates	Over	One	Three	Six	One	Long	Dis.	Repo
Apr 12	month	month	month	month	month	month	month	month
Belgium	4.75	4.75	4.75	4.75	4.75	4.75	4.75	4.75
France	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5
Germany	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Holland	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4
Italy	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Japan	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Netherlands	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Sweden	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5
Switzerland	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
UK	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
US	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Yen	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0

Source: Reuters, Bloomberg, and other financial data sources.

EURO CURRENCY INTEREST RATES

Apr 12	Over	One	Three	Six	One	Long	Dis.	Repo
month	month	month	month	month	month	month	month	month
Belgium	4.75	4.75	4.75	4.75	4.75	4.75	4.75	4.75
France	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5
Germany	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Holland	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4
Italy	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Japan	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Netherlands	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Sweden	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5
Switzerland	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
UK	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
US	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Yen	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0

POUND SPOT FORWARD AGAINST THE POUND

Apr 12	Close	High	Low	1m	3m	1y
Apr 12	1.5884	1.5911	1.5857	1.5897	1.5915	1.5911

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Apr 12	Close	High	Low	1m	3m	1y
Apr 12	1.5884	1.5911	1.5857	1.5897	1.5915	1.5911

EXCHANGE CROSS RATES

Apr 12	Close	High	Low	1m	3m	1y
Apr 12	1.5884	1.5911	1.5857	1.5897	1.5915	1.5911

UK INTEREST RATES

Apr 12	Over	One	Three	Six	One	Long	Dis.	Repo
month	month	month	month	month	month	month	month	month
Belgium	4.75	4.75	4.75	4.75	4.75	4.75	4.75	4.75
France	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5
Germany	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Holland	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4
Italy	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Japan	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Netherlands	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Sweden	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5
Switzerland	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
UK	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
US	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Yen	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0

BASE LENDING RATES

Apr 12	Over	One	Three	Six	One	Long	Dis.	Repo
month	month	month	month	month	month	month	month	month
Belgium	4.75	4.75	4.75	4.75	4.75	4.75	4.75	4.75
France	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5
Germany	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Holland	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4
Italy	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Japan	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Netherlands	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Sweden	7.5	7.5	7.5	7.5	7.5	7.5	7.5	7.5
Switzerland	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
UK	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
US	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Yen	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0

STERLING FUTURES (LME) \$125,000 PER STY

Apr 12	Open	Sett	Change	High	Low	Est. vol	Open Int.
Apr 12	1.5884	1.5911	1.5857	1.5897	1.5915	1.5911	1.5911

EURO CURRENCY FUTURES (LME) \$1m points of 100%

Apr 12	Open	Sett	Change	High	Low	Est. vol	Open Int.
Apr 12	1.5884	1.5911	1.5857	1.5897	1.5915	1.5911	1.5911

UK CURRENCY FUTURES (LME) \$1m points of 100%

Apr 12	Open	Sett	Change	High	Low	Est. vol	Open Int.
Apr 12	1.5884	1.5911	1.5857	1.5897	1.5915	1.5911	1.5911

TRADING OPPORTUNITY

for INDIVIDUAL PROPRIETARY TRADERS

New permit program allows direct GLOBEX® electronic access to CME products

For more information call Julie Murray-Hawthorn CME London (0171) 623 2550

TASActive

To receive the first month FREE

CALL 0171 638 1500

THE TAX FREE WAY TO PLAY THE MARKETS

CITY INDEX

UK & International Equities and Bonds

For more information call 0171 283 3467

Brazil

A mood of optimism is gaining ground in Brazil. A new currency has led to a sharp fall in inflation and a new President is proposing changes to modernise the economy. Hopes are justifiably high that the long years of slow growth and political upsets are over. The survey will report on the country's economy, political scene, financial markets and more.

For more information on editorial content and details of advertising opportunities available in this survey, please contact:

Penny Scott in New York
Tel: (212) 688 6900 Fax: (212) 688 8229

Sue Mathison in London
Tel: (+44 0171) 873 5050 Fax: (+44 0171) 873 3595

Edmund Dalia Libera in Brazil
Tel: (+55 11) 530 1855 Fax: (+55 11) 241 7232

MARGINED FOREIGN EXCHANGE TRADING

Fast, Competitive Quotes 24 Hours

Tel: +44 71 815 0400

Fax: +44 71 329 3919

INVESTORS - TRADERS - CORPORATE TREASURERS

SATQUOTE™ - Your single source for real time quotes.

Futures • Options • Stocks • Forex • News • Via Satellite

LONDON +44 20 337 3377 NEW YORK +1 212 337 3377

FUTURES & OPTIONS TRADERS

BERKELEY FUTURES LIMITED

38 DOVER STREET, LONDON W1X 3BS

TEL: 0171 629 1183 FAX: 0171 495 0022

YOUR PERSONAL REUTERS FINANCIAL REPORTER

Currencies, Futures, Indices and the latest news updates.

Futures Paper keeps you in touch with the markets 24 hrs a day.

FOR YOUR FREE 10 DAY TRIAL FREEPHONE 0800 800 456 TODAY

TAX-FREE FUTURES ON INDIVIDUAL SHARES

Includes your free Guide to how your financial broker can help you, and what you need to know to trade on the stock market.

GMS FutureView

Real-time worldwide coverage of Futures/Options prices. Soils, Agricultural, Financial, Energy, Metals, News, Charters, PC Windows system combining some of the world's best software. In one place for your money. Available in the UK and Europe via satellite.

WANT TO KNOW A SECRET?

The I.D.S. Gann Seminar will show you how the markets REALLY work. The amazing trading techniques of the legendary W.D. Gann can increase your profits and contain your losses. How? That's the secret. Book your FREE place. Phone 0171 588 5858.

24HR

0171-865 0800

TREND ANALYSIS LTD

Daily Analysis & Trading Recommendations by FAX

FOREX • METALS • BONDS • COMMODITIES

FOR FREE TRIAL Phone 01962 879764 Fax 01424 774067

SECURITIES AND FUTURES LIMITED

EXECUTION ONLY

Round Turn \$32

Tel: (44) 171 417 9720 Fax: (44) 171 417 9719

SOVEREIGN (FOREX) LIMITED

24 HOUR MARGIN TRADING FACILITY

COMPETITIVE PRICES

DAILY FAX SERVICE

Tel: 0171 - 931 9188 Fax: 0171 - 931 7114

FOREX

FT Surveys

INVESTMENT TRUSTS - Cont.[illegible]For & Col Pac ☒ 41 ☐[illegible]

Flinders Highland Warrants

[illegible]

Mercury Wash Ink ☐ 67
Wavants ☐

[illegible]

Warrants	441
1989	\$2

[illegible]

TRANSPORT Cost[illegible][illegible]

FT Free Annual
You can obtain the report of any company. Please quote the code 0770 (open 24 hours) Fax 0161-770 3822. UK ring +44 161 770 3822. Report will be free, subject to availability.

FT Cityline
Up-to-the-second share telephone from the Monday's share price.
An international service outside the UK, answer
Call 0171-873 4377
international) for more

[illegible]

WORLD STOCK MARKETS

EUROPE (Apr 12 / Fri)	Country	Stock	High	Low	Open	Close	Change	Vol	Open Int.									
FRANCE (Apr 12 / Fri)																		
CAC 40																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
GERMANY (Apr 12 / Fri)																		
DAX																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
UK (Apr 12 / Fri)																		
FTSE 100																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
ITALY (Apr 12 / Fri)																		
ISEQ																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
SPAIN (Apr 12 / Fri)																		
IBEX 35																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
BELGIUM (Apr 12 / Fri)																		
CEX 20																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
NETHERLANDS (Apr 12 / Fri)																		
AEX																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
SWEDEN (Apr 12 / Fri)																		
OMX																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
DENMARK (Apr 12 / Fri)																		
OMX																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
FINLAND (Apr 12 / Fri)																		
HEX																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
PORTUGAL (Apr 12 / Fri)																		
BVLX																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
GREECE (Apr 12 / Fri)																		
ATHEX																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
SWITZERLAND (Apr 12 / Fri)																		
SIX																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
AUSTRIA (Apr 12 / Fri)																		
WIAT																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
POLAND (Apr 12 / Fri)																		
GPW																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
CZECH REP. (Apr 12 / Fri)																		
PRAHA																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
HUNGARY (Apr 12 / Fri)																		
BUX																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
SLOVAKIA (Apr 12 / Fri)																		
BRATISLAVA																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
SLOVENIA (Apr 12 / Fri)																		
LJUBLJANA																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
CROATIA (Apr 12 / Fri)																		
ZAGREB																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
SERBIA (Apr 12 / Fri)																		
BELGRADE																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
BULGARIA (Apr 12 / Fri)																		
SOFIA																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
ROMANIA (Apr 12 / Fri)																		
BUCHAREST																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
YUGOSLAVIA (Apr 12 / Fri)																		
BELGRADE																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
ALBANIA (Apr 12 / Fri)																		
TIRANA																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
MOLDOVA (Apr 12 / Fri)																		
KISHINEV																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
UKRAINE (Apr 12 / Fri)																		
KYIV																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
BELARUS (Apr 12 / Fri)																		
MINSK																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
LITHUANIA (Apr 12 / Fri)																		
VILNIUS																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
LATVIA (Apr 12 / Fri)																		
RIGA																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
ESTONIA (Apr 12 / Fri)																		
TALLINN																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
AFRICA (Apr 12 / Fri)																		
SOUTH AFRICA																		
JOHANNESBURG																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
NORTH AMERICA (Apr 12 / Fri)																		
CANADA																		
TORONTO																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
US INDICES (Apr 12 / Fri)																		
DOW JONES																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
NASDAQ																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
S&P 500																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
INDICES FUTURES (Apr 12 / Fri)																		
CAC 40																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
DAX																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
FTSE 100																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
ISEQ																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
IBEX 35																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											
CEX 20																		
1987.0	1980.5	1987.0	1980.5	1987.0	1980.5	+7.5	10,104											

To subscribe to the FT call Europe: + 49 69 156 850
Asia/Pacific: + 81 3 3295 17 11 USA/Canada: + 1 212 752 4500

■ TOKYO - MOST ACTIVE STOCKS: Wednesday, April 12, 1995.							
	Stocks Traded	Closing Prices	Change on day		Stocks Traded	Closing Prices	Change on
Tooth Corp	7.8m	437	+18	Mitsubishi Hyh	2.8m	825	
Suniflomo M&F Ins	4.5m	683	+25	Nippon Steel	2.7m	333	
Nel Men & Son	3.8m	589	+13.	Kawasaki Kisen	2.6m	294	
Pacific Const	3.4m	905	+4	Hitachi	2.6m	688	
Nissitoku Corp	3.0m	1,050	+54	Tohshitei Corp	2.3m	556	

[illegible]

$\frac{1}{2} \times \frac{1}{2} = \frac{1}{4}$
 $\frac{1}{2} \times \frac{1}{4} = \frac{1}{8}$
 $\frac{1}{4} \times \frac{1}{4} = \frac{1}{16}$
 $\frac{1}{2} \times \frac{1}{8} = \frac{1}{16}$
 $\frac{1}{4} \times \frac{1}{8} = \frac{1}{32}$
 $\frac{1}{8} \times \frac{1}{8} = \frac{1}{64}$
 $\frac{1}{2} \times \frac{1}{16} = \frac{1}{32}$
 $\frac{1}{4} \times \frac{1}{16} = \frac{1}{64}$
 $\frac{1}{8} \times \frac{1}{16} = \frac{1}{128}$
 $\frac{1}{2} \times \frac{1}{32} = \frac{1}{64}$
 $\frac{1}{4} \times \frac{1}{32} = \frac{1}{128}$
 $\frac{1}{8} \times \frac{1}{32} = \frac{1}{256}$
 $\frac{1}{2} \times \frac{1}{64} = \frac{1}{128}$
 $\frac{1}{4} \times \frac{1}{64} = \frac{1}{256}$
 $\frac{1}{8} \times \frac{1}{64} = \frac{1}{512}$
 $\frac{1}{2} \times \frac{1}{128} = \frac{1}{256}$
 $\frac{1}{4} \times \frac{1}{128} = \frac{1}{512}$
 $\frac{1}{8} \times \frac{1}{128} = \frac{1}{1024}$
 $\frac{1}{2} \times \frac{1}{256} = \frac{1}{512}$
 $\frac{1}{4} \times \frac{1}{256} = \frac{1}{1024}$
 $\frac{1}{8} \times \frac{1}{256} = \frac{1}{2048}$
 $\frac{1}{2} \times \frac{1}{512} = \frac{1}{1024}$
 $\frac{1}{4} \times \frac{1}{512} = \frac{1}{2048}$
 $\frac{1}{8} \times \frac{1}{512} = \frac{1}{4096}$
 $\frac{1}{2} \times \frac{1}{1024} = \frac{1}{2048}$
 $\frac{1}{4} \times \frac{1}{1024} = \frac{1}{4096}$
 $\frac{1}{8} \times \frac{1}{1024} = \frac{1}{8192}$
 $\frac{1}{2} \times \frac{1}{2048} = \frac{1}{4096}$
 $\frac{1}{4} \times \frac{1}{2048} = \frac{1}{8192}$
 $\frac{1}{8} \times \frac{1}{2048} = \frac{1}{16384}$
 $\frac{1}{2} \times \frac{1}{4096} = \frac{1}{8192}$
 $\frac{1}{4} \times \frac{1}{4096} = \frac{1}{16384}$
 $\frac{1}{8} \times \frac{1}{4096} = \frac{1}{32768}$
 $\frac{1}{2} \times \frac{1}{8192} = \frac{1}{4096}$
 $\frac{1}{4} \times \frac{1}{8192} = \frac{1}{8192}$
 $\frac{1}{8} \times \frac{1}{8192} = \frac{1}{16384}$
 $\frac{1}{2} \times \frac{1}{16384} = \frac{1}{8192}$
 $\frac{1}{4} \times \frac{1}{16384} = \frac{1}{4096}$
 $\frac{1}{8} \times \frac{1}{16384} = \frac{1}{8192}$
 $\frac{1}{2} \times \frac{1}{32768} = \frac{1}{16384}$
 $\frac{1}{4} \times \frac{1}{32768} = \frac{1}{8192}$
 $\frac{1}{8} \times \frac{1}{32768} = \frac{1}{4096}$
 $\frac{1}{2} \times \frac{1}{65536} = \frac{1}{32768}$
 $\frac{1}{4} \times \frac{1}{65536} = \frac{1}{16384}$
 $\frac{1}{8} \times \frac{1}{65536} = \frac{1}{8192}$
 $\frac{1}{2} \times \frac{1}{131072} = \frac{1}{65536}$
 $\frac{1}{4} \times \frac{1}{131072} = \frac{1}{32768}$
 $\frac{1}{8} \times \frac{1}{131072} = \frac{1}{16384}$
 $\frac{1}{2} \times \frac{1}{262144} = \frac{1}{131072}$
 $\frac{1}{4} \times \frac{1}{262144} = \frac{1}{65536}$
 $\frac{1}{8} \times \frac{1}{262144} = \frac{1}{32768}$
 $\frac{1}{2} \times \frac{1}{524288} = \frac{1}{262144}$
 $\frac{1}{4} \times \frac{1}{524288} = \frac{1}{131072}$
 $\frac{1}{8} \times \frac{1}{524288} = \frac{1}{65536}$
 $\frac{1}{2} \times \frac{1}{1048576} = \frac{1}{524288}$
 $\frac{1}{4} \times \frac{1}{1048576} = \frac{1}{262144}$
 $\frac{1}{8} \times \frac{1}{1048576} = \frac{1}{131072}$
 $\frac{1}{2} \times \frac{1}{2097152} = \frac{1}{1048576}$
 $\frac{1}{4} \times \frac{1}{2097152} = \frac{1}{524288}$
 $\frac{1}{8} \times \frac{1}{2097152} = \frac{1}{262144}$
 $\frac{1}{2} \times \frac{1}{4194304} = \frac{1}{2097152}$
 $\frac{1}{4} \times \frac{1}{4194304} = \frac{1}{1048576}$
 $\frac{1}{8} \times \frac{1}{4194304} = \frac{1}{524288}$
 $\frac{1}{2} \times \frac{1}{8388608} = \frac{1}{4194304}$
 $\frac{1}{4} \times \frac{1}{8388608} = \frac{1}{2097152}$
 $\frac{1}{8} \times \frac{1}{8388608} = \frac{1}{1048576}$
 $\frac{1}{2} \times \frac{1}{16777216} = \frac{1}{8388608}$
 $\frac{1}{4} \times \frac{1}{16777216} = \frac{1}{4194304}$
 $\frac{1}{8} \times \frac{1}{16777216} = \frac{1}{2097152}$
 $\frac{1}{2} \times \frac{1}{33554432} = \frac{1}{16777216}$
 $\frac{1}{4} \times \frac{1}{33554432} = \frac{1}{8388608}$
 $\frac{1}{8} \times \frac{1}{33554432} = \frac{1}{4194304}$
 $\frac{1}{2} \times \frac{1}{67108864} = \frac{1}{33554432}$
 $\frac{1}{4} \times \frac{1}{67108864} = \frac{1}{16777216}$
 $\frac{1}{8} \times \frac{1}{67108864} = \frac{1}{8388608}$
 $\frac{1}{2} \times \frac{1}{134217728} = \frac{1}{67108864}$
 $\frac{1}{4} \times \frac{1}{134217728} = \frac{1}{33554432}$
 $\frac{1}{8} \times \frac{1}{134217728} = \frac{1}{16777216}$
 $\frac{1}{2} \times \frac{1}{268435456} = \frac{1}{134217728}$
 $\frac{1}{4} \times \frac{1}{268435456} = \frac{1}{67108864}$
 $\frac{1}{8} \times \frac{1}{268435456} = \frac{1}{33554432}$
 $\frac{1}{2} \times \frac{1}{536870912} = \frac{1}{268435456}$
 $\frac{1}{4} \times \frac{1}{536870912} = \frac{1}{134217728}$
 $\frac{1}{8} \times \frac{1}{536870912} = \frac{1}{67108864}$
 $\frac{1}{2} \times \frac{1}{1073741824} = \frac{1}{536870912}$
 $\frac{1}{4} \times \frac{1}{1073741824} = \frac{1}{268435456}$
 $\frac{1}{8} \times \frac{1}{1073741824} = \frac{1}{134217728}$
 $\frac{1}{2} \times \frac{1}{2147483648} = \frac{1}{1073741824}$
 $\frac{1}{4} \times \frac{1}{2147483648} = \frac{1}{536870912}$
 $\frac{1}{8} \times \frac{1}{2147483648} = \frac{1}{268435456}$
 $\frac{1}{2} \times \frac{1}{4294967296} = \frac{1}{2147483648}$
 $\frac{1}{4} \times \frac{1}{4294967296} = \frac{1}{1073741824}$
 $\frac{1}{8} \times \frac{1}{4294967296} = \frac{1}{536870912}$
 $\frac{1}{2} \times \frac{1}{8589934592} = \frac{1}{4294967296}$
 $\frac{1}{4} \times \frac{1}{8589934592} = \frac{1}{2147483648}$
 $\frac{1}{8} \times \frac{1}{8589934592} = \frac{1}{1073741824}$
 $\frac{1}{2} \times \frac{1}{17179869184} = \frac{1}{8589934592}$
 $\frac{1}{4} \times \frac{1}{17179869184} = \frac{1}{4294967296}$
 $\frac{1}{8} \times \frac{1}{17179869184} = \frac{1}{2147483648}$
 $\frac{1}{2} \times \frac{1}{34359738368} = \frac{1}{17179869184}$
 $\frac{1}{4} \times \frac{1}{34359738368} = \frac{1}{8589934592}$
 $\frac{1}{8} \times \frac{1}{34359738368} = \frac{1}{4294967296}$
 $\frac{1}{2} \times \frac{1}{68719476736} = \frac{1}{34359738368}$
 $\frac{1}{4} \times \frac{1}{68719476736} = \frac{1}{17179869184}$
 $\frac{1}{8} \times \frac{1}{6871$

... ..

Financial

NASDAQ NATIONAL MARKET[illegible]

4 mm along April 12

[illegible]

Financial Times. World Business Newspaper.

Datescope	19	877	20 $\frac{3}{4}$	19 $\frac{1}{4}$	19 $\frac{3}{4}$	- $\frac{1}{4}$	James Int	12	314	16 $\frac{1}{4}$	16 $\frac{1}{4}$	16 $\frac{1}{4}$
Dauphin Cp	1.00	11	73	24 $\frac{3}{4}$	24 $\frac{1}{4}$	24 $\frac{1}{4}$	- $\frac{1}{2}$	James Med	0.10	14	42	8 $\frac{3}{4}$ 8 $\frac{1}{2}$ 8 $\frac{3}{4}$
Deb Shops	0.20	20	130	4 $\frac{3}{4}$	4	4 $\frac{3}{4}$	+ $\frac{1}{8}$	Joslyn Cp	1.20	15	43	25 $\frac{1}{4}$ 22 $\frac{1}{2}$ 24 $\frac{1}{2}$

Deleah En	0.32	32	104	29 $\frac{1}{2}$	22 $\frac{1}{2}$	23 $\frac{1}{2}$	+ $\frac{1}{4}$	JSB Fin	1.00	15	180	31 $\frac{1}{2}$	30 $\frac{1}{2}$	30 $\frac{1}{2}$	-
Deleah Ge	0.80	22	1253	u35 $\frac{1}{2}$	33 $\frac{1}{2}$	34 $\frac{1}{2}$	+ $\frac{1}{2}$	June Ldg	0.28	15	754	20 $\frac{1}{2}$	19 $\frac{1}{2}$	20 $\frac{1}{2}$	
Deleahamps	0.44	18	28	18	17 $\frac{1}{2}$	17 $\frac{1}{2}$		Justin	0.16	7	142	10 $\frac{1}{2}$	10	10 $\frac{1}{2}$	

AMERICA

Chrysler leaps 24% on news of Kerkorian bid

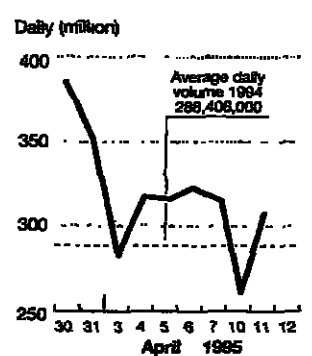
Wall Street

US share prices were mostly flat yesterday as data on consumer prices came in generally as expected and the dollar held steady against the Japanese yen and the D-Mark, writes Lisa Branstetter in New York.

By 1 pm the Dow Jones Industrial Average was 4.15 higher at 4,191.93, while the more broadly based Standard & Poor's 500 showed a small rise of 0.45 at 505.98.

The American Stock Exchange composite was up 0.25 at 470.98. Meanwhile, the

NYSE volume



Nasdaq composite added 1.12 at 825.95.

Trading volume on the New York SE was heavy at 183m shares, and declining issues led advancing ones by a nine-to-eight margin.

News that the consumer price index was only slightly below analysts' expectations did little to cheer Wall Street.

The Dow Industrial Average managed to gain just 8 points on the news in the first hour of trading before falling back to nearly flat. According to the Labor Department, consumer prices increased by 0.2 per cent in March, versus analysts' esti-

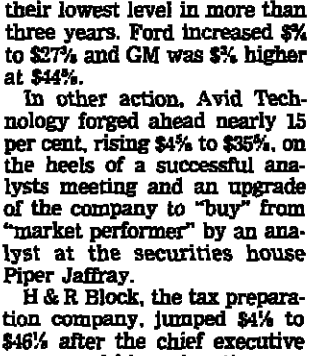
mates of a 0.3 per cent rise.

Trading on the New York Stock Exchange was dominated by dealing in the shares of Chrysler, which jumped nearly 24 per cent or 8% to \$46 on news that Tracinda, Mr Kirk Kerkorian's investment vehicle, had proposed a takeover of the carmaker.

Near 1 pm, volume in the company's shares was 4.15 higher at 4,191.93, while the more broadly based Standard & Poor's 500 showed a small rise of 0.45 at 505.98.

The American Stock Exchange composite was up 0.25 at 470.98. Meanwhile, the

NYSE volume



Nasdaq composite added 1.12 at 825.95.

Trading volume on the New York SE was heavy at 183m shares, and declining issues led advancing ones by a nine-to-eight margin.

News that the consumer price index was only slightly below analysts' expectations did little to cheer Wall Street.

The Dow Industrial Average managed to gain just 8 points on the news in the first hour of trading before falling back to nearly flat. According to the Labor Department, consumer prices increased by 0.2 per cent in March, versus analysts' esti-

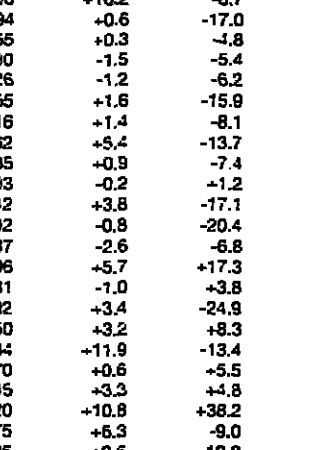
mates of a 0.3 per cent rise.

Trading on the New York Stock Exchange was dominated by dealing in the shares of Chrysler, which jumped nearly 24 per cent or 8% to \$46 on news that Tracinda, Mr Kirk Kerkorian's investment vehicle, had proposed a takeover of the carmaker.

Near 1 pm, volume in the company's shares was 4.15 higher at 4,191.93, while the more broadly based Standard & Poor's 500 showed a small rise of 0.45 at 505.98.

The American Stock Exchange composite was up 0.25 at 470.98. Meanwhile, the

NYSE volume



Nasdaq composite added 1.12 at 825.95.

Trading volume on the New York SE was heavy at 183m shares, and declining issues led advancing ones by a nine-to-eight margin.

News that the consumer price index was only slightly below analysts' expectations did little to cheer Wall Street.

The Dow Industrial Average managed to gain just 8 points on the news in the first hour of trading before falling back to nearly flat. According to the Labor Department, consumer prices increased by 0.2 per cent in March, versus analysts' esti-

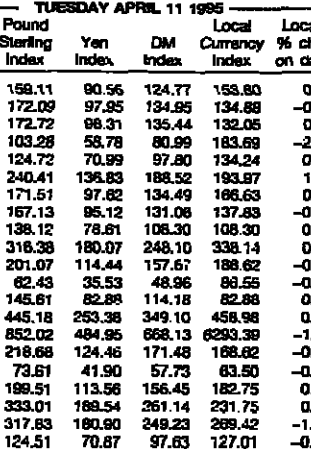
mates of a 0.3 per cent rise.

Trading on the New York Stock Exchange was dominated by dealing in the shares of Chrysler, which jumped nearly 24 per cent or 8% to \$46 on news that Tracinda, Mr Kirk Kerkorian's investment vehicle, had proposed a takeover of the carmaker.

Near 1 pm, volume in the company's shares was 4.15 higher at 4,191.93, while the more broadly based Standard & Poor's 500 showed a small rise of 0.45 at 505.98.

The American Stock Exchange composite was up 0.25 at 470.98. Meanwhile, the

NYSE volume



Nasdaq composite added 1.12 at 825.95.

Trading volume on the New York SE was heavy at 183m shares, and declining issues led advancing ones by a nine-to-eight margin.

News that the consumer price index was only slightly below analysts' expectations did little to cheer Wall Street.

The Dow Industrial Average managed to gain just 8 points on the news in the first hour of trading before falling back to nearly flat. According to the Labor Department, consumer prices increased by 0.2 per cent in March, versus analysts' esti-

mates of a 0.3 per cent rise.

Trading on the New York Stock Exchange was dominated by dealing in the shares of Chrysler, which jumped nearly 24 per cent or 8% to \$46 on news that Tracinda, Mr Kirk Kerkorian's investment vehicle, had proposed a takeover of the carmaker.

Near 1 pm, volume in the company's shares was 4.15 higher at 4,191.93, while the more broadly based Standard & Poor's 500 showed a small rise of 0.45 at 505.98.

The American Stock Exchange composite was up 0.25 at 470.98. Meanwhile, the

NYSE volume



Canada

Toronto meandered slightly higher at noon, the market unable to maintain the pace of Tuesday's rally. The TSE-300 Composite index rose 1.95 to 4,276.94 in volume of 24.7m shares.

Consumer products led gaining sectors, up 5.83 to 6,510.52, as Seagram continued to rebound.

The shares traded C\$4% higher at C\$37.4 after suffering heavy losses last week following the sale of its stake in Dupont to buy MCA.

Scott Paper jumped 3.82% to C\$17.4 after Smith Barney initiated Scott as a buy.

Class A shares in Magna International, the motor parts maker, rose C\$2 to C\$50.4, lined by the soaring Chrysler shares.

Latin America

BRAZIL retreated in light midday trade ahead of futures index settlement. The Bovespa index was down 1.135 at R\$126m.

MEXICAN shares fell sharply in early trade on a fall in Telcel, which is heavily weighted in the index. The IPC index was 36.44 lower at 1,828.52 as Telcel ADRs

dipped \$1 to \$27.

CARACAS drifted higher in low volume, ahead of a four-day break for Easter. The Merinvest composite index firmed 0.8 to 91.98.

Trading was sparse, with about 51m bolivars worth of shares changing hands.

Electricidad de Caracas moved forward 3.40 bolivars to 180 bolivars.

BUENOS AIRES was slightly weaker as worries remained about the banking system. The Merval index declined 3.85 to 358.71.

Colombia's index rose 1.95 to 4,276.94 in volume of 24.7m shares.

Consumer products led gaining sectors, up 5.83 to 6,510.52, as Seagram continued to rebound.

The shares traded C\$4% higher at C\$37.4 after suffering heavy losses last week following the sale of its stake in Dupont to buy MCA.

Scott Paper jumped 3.82% to C\$17.4 after Smith Barney initiated Scott as a buy.

Class A shares in Magna International, the motor parts maker, rose C\$2 to C\$50.4, lined by the soaring Chrysler shares.

BRAZIL retreated in light midday trade ahead of futures index settlement. The Bovespa index was down 1.135 at R\$126m.

MEXICAN shares fell sharply in early trade on a fall in Telcel, which is heavily weighted in the index. The IPC index was 36.44 lower at 1,828.52 as Telcel ADRs

dipped \$1 to \$27.

CARACAS drifted higher in low volume, ahead of a four-day break for Easter. The Merinvest composite index firmed 0.8 to 91.98.

Trading was sparse, with about 51m bolivars worth of shares changing hands.

Electricidad de Caracas moved forward 3.40 bolivars to 180 bolivars.

BUENOS AIRES was slightly weaker as worries remained about the banking system. The Merval index declined 3.85 to 358.71.

Colombia's index rose 1.95 to 4,276.94 in volume of 24.7m shares.

Consumer products led gaining sectors, up 5.83 to 6,510.52, as Seagram continued to rebound.

The shares traded C\$4% higher at C\$37.4 after suffering heavy losses last week following the sale of its stake in Dupont to buy MCA.

Scott Paper jumped 3.82% to C\$17.4 after Smith Barney initiated Scott as a buy.

Class A shares in Magna International, the motor parts maker, rose C\$2 to C\$50.4, lined by the soaring Chrysler shares.

BRAZIL retreated in light midday trade ahead of futures index settlement. The Bovespa index was down 1.135 at R\$126m.

MEXICAN shares fell sharply in early trade on a fall in Telcel, which is heavily weighted in the index. The IPC index was 36.44 lower at 1,828.52 as Telcel ADRs

dipped \$1 to \$27.

CARACAS drifted higher in low volume, ahead of a four-day break for Easter. The Merinvest composite index firmed 0.8 to 91.98.

Trading was sparse, with about 51m bolivars worth of shares changing hands.

Electricidad de Caracas moved forward 3.40 bolivars to 180 bolivars.

BUENOS AIRES was slightly weaker as worries remained about the banking system. The Merval index declined 3.85 to 358.71.

Colombia's index rose 1.95 to 4,276.94 in volume of 24.7m shares.

Consumer products led gaining sectors, up 5.83 to 6,510.52, as Seagram continued to rebound.

The shares traded C\$4% higher at C\$37.4 after suffering heavy losses last week following the sale of its stake in Dupont to buy MCA.

Scott Paper jumped 3.82% to C\$17.4 after Smith Barney initiated Scott as a buy.

Class A shares in Magna International, the motor parts maker, rose C\$2 to C\$50.4, lined by the soaring Chrysler shares.

BRAZIL retreated in light midday trade ahead of futures index settlement. The Bovespa index was down 1.135 at R\$126m.

MEXICAN shares fell sharply in early trade on a fall in Telcel, which is heavily weighted in the index. The IPC index was 36.44 lower at 1,828.52 as Telcel ADRs

dipped \$1 to \$27.

CARACAS drifted higher in low volume, ahead of a four-day break for Easter. The Merinvest composite index firmed 0.8 to 91.98.

Trading was sparse, with about 51m bolivars worth of shares changing hands.

Electricidad de Caracas moved forward 3.40 bolivars to 180 bolivars.

BUENOS AIRES was slightly weaker as worries remained about the banking system. The Merval index declined 3.85 to 358.71.

Colombia's index rose 1.95 to 4,276.94 in volume of 24.7m shares.

Consumer products led gaining sectors, up 5.83 to 6,510.52, as Seagram continued to rebound.

The shares traded C\$4% higher at C\$37.4 after suffering heavy losses last week following the sale of its stake in Dupont to buy MCA.

Scott Paper jumped 3.82% to C\$17.4 after Smith Barney initiated Scott as a buy.

Class A shares in Magna International, the motor parts maker, rose C\$2 to C\$50.4, lined by the soaring Chrysler shares.

EUROPE

Volvo up 5.3% on investment bank sale

Activity began to wind down ahead of the long weekend break. The bid for Chrysler had little effect on European car shares.

STOCKHOLM featured a 5.3 per cent jump in Volvo on news that the company had sold its Alfred Berg investment banking unit to the Dutch ABN Amro.

The shares advanced SKr7 to SKr135.50, with analysts sceptical about suggestions that Tracinda's bid for Chrysler had reopened speculation about Volvo as a takeover and break-up candidate. "The Volvo shares were already firming on the Alfred Berg divestment, with investors welcoming the clean break and the price achieved," said one analyst.

In otherwise mostly quiet trade, the Alfa Romeo index picked up 6.9 to 1,516.80.

PARIS improved slightly in thin turnover. The CAC-40 index rose 2.82 to 1,871.93, with shares worth FF13.4bn changing hands.

Eurotunnel continued to be heavily traded as some investors returned as buyers, believing that Tuesday's sell-off had been overdone and that the group would be successful in

its efforts to refinance. The shares rose 30 cents to FF15.

Alcatel-Alsthom lost FF41 to FF455.30 and there were market rumours that Mr Marc Vlenot, chairman of SocGen, and a non-executive director of Alcatel, might become the group's interim head if an appeal court upheld a ban on Mr Pierre Suard holding that position. The court is due to consider the case tomorrow, and the Alcatel board is scheduled to meet on April 13 to discuss the issue.

Among motors, Peugeot rose FF2 to FF692 and Renault put on FF13 to FF166.

Clarins, up FF14.10 at FF452, pleased the market with 1994 results slightly higher than expectations.

FRANKFURT drifted Wednesday to end slightly lower than in the previous close in official floor trading on the Frankfurt Stock Exchange amid thin pre-holiday trading volume.

The DAX index fell 5.35 to 1,988.47 in official hours, and in the bid finished at 1,991.08.

Daimler-Benz aroused little interest from its press conference, with hardly anything new for analysts to write about. The shares slipped DM6

to DM44. Among other car stocks, BMW added DM1 at DM710, while Volkswagen shed DM6.80 to DM368.20. In tyres, Continental, which said it would pay an unchanged dividend of DM4 per share for 1994, rose DM3 to DM205.

BRUSSELS made ground after the central bank. The Bel-20 index rose 6.06 to 1,365.24. Petrofina was one of the best performers, rising BF110 or 1.3 per cent to BF8,760.

MILAN was heartened by news that the government and unions had reached a draft accord on pension fund reform and equity prices edged higher, boosted by late short-covering on the last day of the April account. The Comit index was 0.13 higher at 593.11, while the real-time Mibtel index moved ahead 42 to 9,520.

A sudden surge in the Mibtel index, shortly after the government and unions announced their agreement, was subsequently attributed to a wrong price being recorded for Generali shares. Generali leapt more than 9 per cent and was immediately suspended. Because of the insurer's heavy weighting in the bourse, the Mibtel index jumped more than 2 per cent. After the price error had been corrected, the index showed a rise of just 0.2 per cent.

The insurance sector was, however, a major beneficiary of the potential for a huge market in private pension funds. Generali finished L466 higher at L38,500, RAS L500 at L15,352, SAI L361 at L15,974 and Allianz L272 at L16,098.

The banks climbed aboard the same bandwagon, taking BCI L69 higher to L3,430, Cre-

ditto Italiano L37 ahead to L1,714 and San Paolo up L178 to L3,682.

AMSTERDAM made slight headway in a dull market. The AEX index advanced 0.91 to 404.94.

ARN Amro, which is to buy the Alfred Berg investment bank from Volvo, of Sweden, gained 90 cents at FF169.70.

ING was up 40 cents at FF179.40 as it confirmed that Baring Capital Investors was to form a consortium to bid for Swedish Match. Nedlloyd eased 20 cents to FF148.90 ahead of today's 1994 earnings report.

Fokker put on 20 cents or 2.3 per cent at FF18.90 after Daimler-Benz, the majority shareholder, said it expected an improvement in 1994 results and a return to profit in 1997. However, further job cuts and "a drastic restructuring programme" were necessary before that was achieved.

ZURICH was again unable to make progress, with investors unwilling to open new positions ahead of the long Easter holiday, which begins at lunchtime today. The SMI index eased 0.7 to 2,562.4.

The banks climbed aboard the same bandwagon, taking BCI L69 higher to L3,430, Cre-

ditto Italiano L37 ahead to L1,714 and San Paolo up L178 to L3,682.

AMSTERDAM made slight headway in a dull market. The AEX index advanced 0.91 to 404.94.

ARN Amro, which is to buy the Alfred Berg investment bank from Volvo, of Sweden, gained 90 cents at FF169.70.

ING was up 40 cents at FF179.40 as it confirmed that Baring Capital Investors was to form a consortium to bid for Swedish Match. Nedlloyd eased 20 cents to FF148.90 ahead of today's 1994 earnings report.

Fokker put on 20 cents or 2.3 per cent at FF18.90 after Daimler-Benz, the majority shareholder, said it expected an improvement in 1994 results and a return to profit in 1997. However, further job cuts and "a drastic restructuring programme" were necessary before that was achieved.

ZURICH was again unable to make progress, with investors unwilling to open new positions ahead of the long Easter holiday, which begins at lunchtime today. The SMI index eased 0.7 to 2,562.4.

The banks climbed aboard the same bandwagon, taking BCI L69 higher to L3,430, Cre-

ditto Italiano L37 ahead to L1,714 and San Paolo up L178 to L3,682.

AMSTERDAM made slight headway in a dull market. The AEX index advanced 0.91 to 404.94.

ARN Amro, which is to buy the Alfred Berg investment bank from Volvo, of Sweden, gained 90 cents at FF169.70.

ING was up 40 cents at FF179.40 as it confirmed that Baring Capital Investors was to form a consortium to bid for Swedish Match. Nedlloyd eased 20 cents to FF148.90 ahead of today's 1994 earnings report.

Fokker put on 20 cents or 2.3 per cent at FF18.90 after Daimler-Benz, the majority shareholder, said it expected an improvement in 1994 results and a return to profit in 1997. However, further job cuts and "a drastic restructuring programme" were necessary before that was achieved.

ZURICH was again unable to make progress, with investors unwilling to open new positions ahead of the long Easter holiday, which begins at lunchtime today. The SMI index eased 0.7 to 2,562.4.

The banks climbed aboard the same bandwagon, taking BCI L69 higher to L3,430, Cre-

ditto Italiano L37 ahead to L1,714 and San Paolo up L178 to L3,682.

AMSTERDAM made slight headway in a dull market. The AEX index advanced 0.91 to 404.94.

ARN Amro, which is to buy the Alfred Berg investment bank from Volvo, of Sweden, gained 90 cents at FF169.70.

ING was up 40 cents at FF179.40 as it confirmed that Baring Capital Investors was to form a consortium to bid for Swedish Match. Nedlloyd eased 20 cents to FF148.90 ahead of today's 1994 earnings report.

Fokker put on 20 cents or 2.3 per cent at FF18.90 after Daimler-Benz, the majority shareholder, said it expected an improvement in 1994 results and a return to profit in 1997. However, further job cuts and "a drastic restructuring programme" were necessary before that was achieved.

ZURICH was again unable to make progress, with investors unwilling to open new positions ahead of the long Easter holiday, which begins at lunchtime today. The SMI index eased 0.7 to 2,562.4.

The banks climbed aboard the same bandwagon, taking BCI L69 higher to L3,430, Cre-

ditto Italiano L37 ahead to L1,714 and San Paolo up L178 to L3,682.

AMSTERDAM made slight headway in a dull market. The AEX index advanced 0.91 to 404.94.

ARN Amro, which is to buy the Alfred Berg investment bank from Volvo, of Sweden, gained 90 cents at FF169.70.

ING was up 40 cents at FF179.40 as it confirmed that Baring Capital Investors was to form a consortium to bid for Swedish Match. Nedlloyd eased 20 cents to FF148.90 ahead of today's 1994 earnings report.

Fokker put on 20 cents or 2.3 per cent at FF18.90 after Daimler-Benz, the majority shareholder, said it expected an improvement in 1994 results and a return to profit in 1997. However, further job cuts and "a drastic restructuring programme" were necessary before that was achieved.

ZURICH was again unable to make progress, with investors unwilling to open new positions ahead of the long Easter holiday, which begins at lunchtime today. The SMI index eased 0.7 to 2,562.4.

The banks climbed aboard the same bandwagon, taking BCI L69 higher to L3,430, Cre-

ditto Italiano L37 ahead to L1,714 and San Paolo up L178 to L3,682.

AMSTERDAM made slight headway in a dull market. The AEX index advanced 0.91 to 404.94.

ARN Amro, which is to buy the Alfred Berg investment bank from Volvo, of Sweden, gained 90 cents at FF169.70.

ING was up 40 cents at FF179.40 as it confirmed that Baring Capital Investors was to form a consortium to bid for Swedish Match. Nedlloyd eased 20 cents to FF148.90 ahead of today's 1994 earnings report.

Fokker put on 20 cents or 2.3 per cent at FF18.90 after Daimler-Benz, the majority shareholder, said it expected an improvement in 1994 results and a return to profit in 1997. However, further job cuts and "a drastic restructuring programme" were necessary before that was achieved.

ZURICH was again unable to make progress, with investors unwilling to open new positions ahead of the long Easter holiday, which begins at lunchtime today. The SMI index eased 0.7 to 2,562.4.

The banks climbed aboard the same bandwagon, taking BCI L69 higher to L3,430, Cre-

ditto Italiano L37 ahead to L1,714 and San Paolo up L178 to L3,682.

AMSTERDAM made slight headway in a dull market. The AEX index advanced 0.91 to 404.94.

ARN Amro, which is to buy the Alfred Berg investment bank from Volvo, of Sweden, gained 90 cents at FF169.70.

ING was up 40 cents at FF179.40 as it confirmed that Baring Capital Investors was to form a consortium to bid for Swedish Match. Nedlloyd eased 20 cents to FF148.90 ahead of today's 1994 earnings report.

Fokker put on 20 cents or 2.3 per cent at FF18.90 after Daimler-Benz, the majority shareholder, said it expected an improvement in 1994 results and a return to profit in 1997. However, further job cuts and "a drastic restructuring programme" were necessary before that was achieved.

ZURICH was again unable to make progress, with investors unwilling to open new positions ahead of the long Easter holiday, which begins at lunchtime today. The SMI index eased 0.7 to 2,562.4.

The banks climbed aboard the same bandwagon, taking BCI L69 higher to L3,430, Cre-

ditto Italiano L37 ahead to L1,714 and San Paolo up L178 to L3,682.

AMSTERDAM made slight headway in a dull market. The AEX index advanced 0.91 to 404.94.

ARN Amro, which is to buy the Alfred Berg investment bank from Volvo, of Sweden, gained 90 cents at FF169.70.

FT-SE Actuaries Share Indices

Apr 12		THE EUROPEAN SERIES							
Hourly changes	Open	10.30	11.00	12.00	13.00	14.00	15.00	Close	
FT-SE Eurstock 100	1277.54	1278.51	1277.94	1278.21	1277.35	1277.97	1280.27	1281.71	
FT-SE Eurstock 200	1375.42	1376.93	1376.84	1375.12	1374.98	1374.63	1377.72	1378.71	